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Strengthening of the United Nations system

Review of technical cooperation in the United Nations

Report of the Secretary-General

Summary

The present report has been prepared pursuant to paragraph 23 of General Assembly resolution 57/300, by which the Assembly welcomed the proposal of the Secretary-General contained in action 15 of his report entitled "Strengthening the United Nations: an agenda for further change" (A/57/387 and Corr.1) to issue a document identifying roles and responsibilities for technical cooperation in key areas.

The report does not cover the full range of technical cooperation activities of the United Nations and its specialized agencies. It focuses on a limited number of issues. The issues have been chosen to illustrate both the breadth and differing natures of United Nations technical cooperation undertakings. By and large, the issues have been selected also because they have a close linkage to the United Nations Secretariat.

The report also analyses the factors that have an impact on the current division of labour among various United Nations entities, including those related to funding. Areas where further clarification of roles and responsibilities is required are identified in the report, and follow-up will be undertaken accordingly.

This report is being submitted for the information of the General Assembly. It should be read in conjunction with A/58/351 "Status of implementation of actions described in the report of the Secretary-General entitled 'Strengthening of the United Nations: an agenda for further change'".

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I. Introduction

1. In the report "Strengthening of the United Nations: an agenda for further change" (A/57/387 and Corr.1), a commitment was made to review the technical cooperation activities of the United Nations and to prepare a document identifying the roles and responsibilities for technical cooperation in key areas. The present document is the response to that commitment. A key objective of the review is to provide succinct and highly generalized information on a representative selection of issues on which the United Nations undertakes technical cooperation with a view to assisting programme countries in their decision-making with regard to technical cooperation and donors in adjusting their funding decisions where required.

2. In order to identify issues where it might eventually prove necessary to clarify roles and responsibilities, it was decided that four key principles should apply:

(a) Lead responsibility for a given issue or activity should rest with the entity best equipped substantively to assume it;

(b) Entities in the lead on a given issue or activity should work in close collaboration with the rest of the United Nations rather than attempt to duplicate expertise available elsewhere in the Organization;

(c) More systematic efforts should be made to draw on the vast reservoir of knowledge and expertise that exists outside the United Nations system;

(d) Technical cooperation should be delivered to the maximum extent possible by the entities that have an established field presence and experience. Secretariat entities should provide policy guidance and expertise, as appropriate.

3. Technical cooperation activities in the United Nations cover a vast range of organizational units, countries and combinations of countries served, and the nearly limitless combinations of issues dealt with in individual project activities. Individual governing bodies have set policy and operational directives for the various organizational units that are generally sound, but that cannot at the same time reasonably be expected to take into consideration all elements of the interrelationships with other operating entities. The system is complex. Full and complete rationalization of activity is not feasible, nor is it necessarily desirable. The objective must in the end be to strive for the most optimal possible trade-off between the goals of order, cooperation and coherence within the United Nations system, while at the same time allowing technical cooperation units to respond to the directives of their governing boards and the needs of their clients and funders in a creative and innovative manner.

4. In conducting the review, it was decided to proceed on an issues rather than an institutional basis. This reflects the concern expressed by many interlocutors that issues generally have an impact on more than one technical cooperation delivery mechanism. While the institutional mandates may be quite clear, the problems themselves tend to be quite messy and seldom align neatly with the United Nations institutional mandates. Thus, it is by using issues as the starting point that the most practical clarification and guidance can be achieved.

5. The present report has selected a limited number of high-profile issues in order to examine how the system is currently functioning, and on that basis to review what clarification of roles and responsibilities might help to improve overall impact. The

issues have been chosen to illustrate both the breadth and the differing natures of United Nations technical cooperation undertakings. By and large, the issues have been selected also because they have a close linkage to the United Nations Secretariat.

6. A limited number are traditional sectoral issues — such as energy. Others reflect cross-cutting issues that ultimately must be absorbed as fundamental guidance criteria into all technical cooperation activities — such as women and gender, peace-building and information and communication technologies. Still others reflect new and emerging issues of a sensitive political and cultural nature — such as rule of law and peace-building. Yet another — HIV/AIDS — reflects a primary preoccupation for many parts of the United Nations system, and has seen Member States undertake quite unique arrangements to promote a full and coherent United Nations system response to the challenge. Each type of issue has different implications for the challenges of ensuring effective coherence while at the same time clarifying roles and responsibilities.

7. For each issue, this report has been guided by several objectives:

(a) To document the main focus and activity types of each United Nations entity on the issue;

(b) To identify current structural challenges within the United Nations system to the effective and efficient delivery of technical cooperation;

(c) To highlight certain areas where future work may be required to determine if some form of consolidation, transfer or clarification of responsibilities is required.

8. In dealing with individual issues, the present report focuses first and foremost on the United Nations Secretariat, on the funds and programmes, on other United Nations entities such as the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the Joint United Nations Programme on HIV/AIDS (UNAIDS) and on the regional commissions. Due to their separate legal structures, the technical cooperation roles of the specialized agencies have not been addressed. In order to provide some basic information necessary to understanding the broader activity structure for certain issues where the World Bank or the World Trade Organization (WTO) interrelate in a major way with the organizational entities of the United Nations, limited information on their activities has been provided. This is intended only to improve understanding of the broader picture and does not imply that these organizations otherwise fall within the scope of the report.

9. A conceptual approach to thinking about technical cooperation is provided later in this document. In assembling information it has not proved easy to draw a clear and consistent line between technical cooperation and other activities. Differing views exist within the system as to what activities legitimately fall under the heading of technical cooperation. While attempts to standardize the presentation of the information have been made, this has not always proved to be fully successful. Given the much broader interpretation given in the current era (see discussion below) as to the breadth of technical cooperation activities under a variety of related names, this report tends to cast its net broadly.

10. Mainstreaming also presents a series of challenges. Mainstreaming occurs when an organization attempts to ensure that some important consideration (such as

gender or human rights) is integrated into all of the United Nations technical cooperation activities. For the present report, mainstreaming activities have generally been included where they have been judged to represent important components of achieving the broader United Nations objectives on the issue. This approach is not, however, without its difficulties, and the judgements made in the interest of simplification have by necessity been somewhat arbitrary. To fully include mainstreaming for issues such as women and gender, for example, would have meant showing virtually every organizational entity as engaged in technical cooperation in this area. It was decided to show this type of activity only in cases where it was listed by the entity as an area in which it had a separately organized programme component or a mainstreaming staff functional unit, or was clearly engaged in a variety of project activities oriented to the issue. The United Nations Development Programme (UNDP), for example, no longer shows women and gender as one of its main practice areas, but UNDP is actively engaged in a number of important project activities to achieve objectives related to women and gender issues. In addition, it has a major commitment, a mainstreaming staff function and policies and procedures for ensuring that gender issues are taken into account across its range of activities.

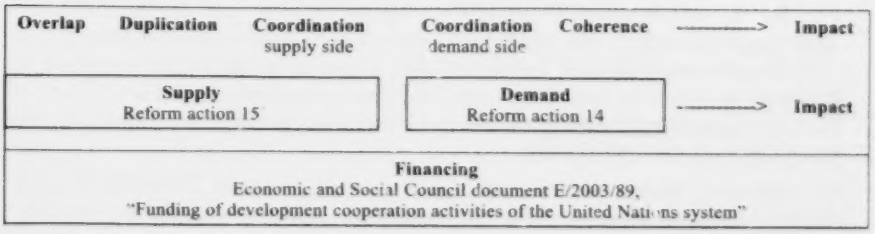
11. A further challenge for the present document has been in the degree of simplification required to provide basic information that is understandable and useful to the reader. A number of initiatives have been pursued throughout the system to prepare inventories of existing capacities in a number of specific sectors. In general, these initiatives have encountered a series of practical difficulties that were also present in the preparation of this document:

- at times insufficient information to allow activities to be classified
- too much detail, making it difficult to differentiate between main activity areas and secondary undertakings
- the lack of a common structure of definitions for classifying activities.

Given its breadth, the report does not attempt to replicate such useful issue-specific inventories. The objective here has been to provide a very simple guide. The costs of achieving such simplicity are a certain level of arbitrariness and the hiding of detail.

12. The report must also be put into the context of the broader framework of other reform activities and other ongoing deliberations within the United Nations. To assist in this process, the figure "Situational framework for reform action 15" provides a simple illustration.

Figure
Situational framework for reform action 15



13. Reform action 15 deals with issues such as lead agency responsibilities, challenges to effective and efficient delivery, and the respective mandates of the various operating entities. Inherent in this overall approach are the concepts of overlap and duplication. To aid the present discussion, arbitrary definitions have been assigned to these terms.

14. Overlap is considered to exist when more than one entity is engaged in delivering technical cooperation on the same issue. Using this definition, the material provided later in the document clearly indicates that overlap is extensive within the United Nations system. Duplication is considered to exist when more than one entity is doing essentially the same type of work, or bringing essentially the same expertise to bear. Overlap and duplication therefore have quite different meanings. While overlap is common within the system, duplication is much less evident. Even though they may be working on the same issues, most United Nations entities make unique and distinctive contributions based on their differing mandates and competencies. Through both formal and informal mechanisms, most entities are focused on activities that reflect their individual mandates and the special expertise they possess. Exceptions to this general observation exist, and will be discussed.

15. In essence, action 15 looks at United Nations technical cooperation activities from the supply side — how the system is functioning in terms of the rational organization of the technical cooperation activities that it supplies to programme countries. It is not possible to look at this issue in isolation from two other key considerations that affect technical cooperation delivery. The first is the organization of activities on the demand side. This comes down to the effectiveness of the United Nations system's overall ability to programme at the country level. This effectiveness is based on its overall ability to coordinate all of its activities — basically its ability to obtain the required input from the best source of supply within the system — in order to achieve an overall coherence of United Nations programming activity at the country level. The concept of coordination applies to both the demand and supply sides.

16. What the present paper defines as "demand issues" are being dealt with in action 14 of the reform package. In document A/57/387, the mandate given to action 14 is as follows:

> "The United Nations Development Group will develop, by September 2003, an implementation plan to strengthen the effectiveness of the Organization's presence in developing countries. This plan will include such features as joint programming, pooling of resources, common databases and knowledge networks, dedicated support for the resident coordinator and integrated planning, budgeting and resource mobilization tools for countries emerging from conflict."

17. Supply and demand do not live in isolated worlds. The organization and capacities on the supply side and the organization and capacities on the demand side must complement each other. While it is not the intent of the present document to encroach upon the discussion on action 14, certain observations will be made that arise out of supply-side considerations that are relevant to that work. Ultimately, the overall package must make sense.

18. Similarly, neither demand nor supply can live in isolation from the critical element that determines not only the extent, but also the structure of both the

demand and supply sides — financing. As will be discussed later, donor funding practices have a critical impact on the structure and operations of both the demand and supply sides. The key issues here are the historic patterns of assessed and voluntary funding in the United Nations system, and the increasing trend on the part of donors to earmark their voluntary contributions for specific purposes.

19. These two factors have a direct impact on the manner in which both the supply and demand sides are organized and how they operate. Ultimately, the design of both the supply and demand sides can be fully rationalized, but if funding practices do not support such a rationalization, then it cannot succeed. In this regard, attention is drawn to the Economic and Social Council document E/2003/89, which specifically addresses the issue of the funding of development cooperation activities of the United Nations system.

20. There are at least two quite distinct aspects of financing that have to be examined. While the level of contributions is always a matter of concern, of equal importance is the way in which funds are provided. The present report will make some comments on how the way in which financing is provided to the United Nations technical cooperation system has a clear and immediate impact on the organization of the supply side.

21. The coherence of the United Nations system's technical cooperation delivery structure therefore depends on three critically linked factors, each of which is currently under review within the system: the organization and capacities on the supply side, the organization and capacities on the demand side, and the overall system of financing.

22. Before addressing the selected issues individually, some broader observations relating to the evolution of technical cooperation in the United Nations are required. Understanding today's technical cooperation environment, both within the United Nations and in the much broader development community, is an essential prerequisite for taking informed decisions on roles and responsibilities.

II. Broader issues having an impact on United Nations technical cooperation

A. What is technical cooperation?

23. Success in the development process varies greatly from region to region and from country to country. Models fixated on economic growth that proved successful in some countries in the post-Second World War era failed nevertheless to deliver universal results. Capital alone proved unsuccessful in dealing both with poverty and with broader economic and social development in many countries.

24. While advocates of the human dimensions of development had long been present in the aid community — and many of the most eloquent advocates were to be found in the United Nations system — it was not until the 1990s that a broader consensus started to coalesce around their fundamental view that the importance of human development was equal to or greater than that of the availability of development capital.

25. If the consensus did not emerge until the 1990s, strong evidence was available much earlier. In many countries, infrastructure alone did not bring about the desired developmental breakthroughs. The human dimensions of expertise — acquiring the information, skills and knowledge needed to run a modern society — came to the forefront as essential questions to be addressed. Attempts to transfer skills and knowledge systems were initially labelled technical assistance, a term that gave way subsequently to technical cooperation.

26. But technical cooperation also proved ultimately to be insufficient in many countries. Targeted skills transfers often did not permeate a society and achieve the multiplier effect desired. During the 1990s, UNDP (and others) conducted extensive reviews that concluded that while many technical cooperation projects had achieved their immediate objectives, they had been much less successful at developing local institutions and had limited impact in significantly strengthening local capacities. Emphasis then shifted from the use of expatriate technical cooperation personnel to the nurturing of national professionals.

27. That approach, while better, also failed to serve as a catalyst for economic and social take-off. Many now argue that if capacities in countries are truly to be developed, it is not enough to expand individual human skills. It is critical also to create societal values and structures that create incentives for people to use and extend those skills. This leads to the concept of capacity development, which entails three quite different levels of challenge:

- Individual: enabling individuals to embark on a continuous process of learning
- Institutional: seeking out and building on existing local initiatives to create stronger local institutions
- Societal: creating societal values and systems that allow individuals and institutions to grow and to create a transformation for development.[1]

28. Evident within both the United Nations system and the World Bank are concerns about the ongoing relevance, quality and sustainability of technical cooperation activities. Past patterns of disappointment about technical cooperation results continue to exist. These concerns are particularly relevant to stand-alone technical cooperation projects. With the universal commitment to the Millennium Development Goals, it will be fundamentally important to situate technical cooperation properly within the broader strategic framework documents used by each country, including, where applicable, the Poverty Reduction Strategy Papers. Technical cooperation inputs must make sense in the broader programming framework. In the country context, the impact of technical cooperation activities, along with the longer-term sustainability of their impact, will have to be more aggressively monitored and evaluated.

29. Emphasis is increasingly shifting from the provision of outside experts to the building of knowledge networks using newly available technologies that allow developing country professionals direct access to the guidance and best-practice information that they need to act themselves. Other forms of more formally structured distance education and learning are also an important element of this new approach, particularly given the evolution of both the quality of and the access to improved communications technology. As the emphasis on knowledge networking grows, there is a corresponding reduction in the emphasis on formal knowledge

transfer, the latter being an orientation that has resulted in questionable historical impact.

30. The present report will continue to use the traditional term of technical cooperation, but the term itself should be seen as also embracing the more modern concepts of capacity-building (including knowledge networking) at all three of the levels outlined above. In this context, the report includes certain activities such as analysis, policy development, advocacy and promotion where they are considered to be directly supportive of the organizations' other technical cooperation activities.

B. Multiplicity of United Nations technical cooperation suppliers

31. The United Nations system of technical cooperation is complex. Why are so many United Nations entities doing technical cooperation?

32. The simplest, but perhaps most superficial answer to this question is, "Because their governing bodies have instructed them to do so". The complexity of the United Nations technical cooperation system arises out of Member States acting in many different governing bodies to deal with the issues of particular concern to those bodies. They act first and foremost on an issues basis, and it is perhaps only in some of the more broadly mandated United Nations governance mechanisms, such as the General Assembly or the Economic and Social Council, that the broader emerging results for the United Nations system overall are reviewed.

33. For a variety of reasons, it is difficult for the United Nations senior governance bodies to impose full and complete "monopolistic task mandates" throughout the entire system, even if such an outcome were considered desirable. Central governance mechanisms recognize that individual programme governing boards working on a consensus basis are best able to manage their own affairs within the broader policy parameters of the overall United Nations system, particularly since sensitive issues of voluntary funding are normally involved. They are reluctant to intervene in a directive manner if it risks upsetting the negotiation of solutions by the boards of the funds or programmes. This unwillingness to intervene, however, contributes to the tendency of many United Nations entities to go their own way, regardless of the consequences for broader system coherence.

34. In addition to the "differing issues" explanation, the entities doing technical cooperation also fall into a limited number of categories of fundamentally different functional natures. These differing functional natures arise from the quite different starting points that are inherent to their fundamental mandates, and lead to quite different justifications for involvement in technical cooperation. These different functional natures can be generally characterized as follows:

(a) Entities whose primary objectives include technical cooperation, such as UNDP and the United Nations Conference on Trade and Development (UNCTAD)/International Trade Centre. They exist first and foremost as entities established for the purpose of programming and delivering technical cooperation;

(b) Entities that combine certain types of direct field operational activities with technical cooperation — examples are the United Nations Children's Fund (UNICEF) and the Department of Peacekeeping Operations (for peacekeeping operations). These entities are involved in technical cooperation because it flows

naturally as a long-term approach to dealing with the short-term operational challenges they face;

(c) Entities that exist primarily for reasons of intergovernmental servicing, policy development and normative functions that result in governing body instructions to engage in supporting technical cooperation activities — examples include the United Nations Office on Drugs and Crime (for both drugs and crime), OHCHR, UNCTAD and the Department of Economic and Social Affairs. In some cases these entities are also responsible for promoting the implementation of the outcomes of global conferences and/or of specific international treaties and protocols. These entities are involved in technical cooperation because it is a natural extension to apply directly in the field the benefits of their normative, policy or analytical activities for the direct benefit of developing countries, or because countries require assistance in ratifying and implementing treaties and protocols. A second important motivation exists for these entities — that direct field experience is important in developing and maintaining the knowledge base that they require to exercise their normative, policy and intergovernmental servicing functions;

(d) Entities that have responsibility for promoting and mainstreaming certain cross-sectoral and cross-institutional themes, such as the Department of Economic and Social Affairs Division for the Advancement of Women and the United Nations Development Fund for Women (UNIFEM) on women and gender issues and OHCHR on human rights. These entities tend to have a dual mandate — advocacy for their issues within the United Nations system, and direct support in related areas to some developing countries. Some of the entities also have responsibilities relating to international treaties or protocols;

(e) Entities created for geographic purposes, most specifically the regional commissions, which exist first and foremost to promote regional solutions to shared problems.

35. What is evident from this simple examination of the origins of the technical cooperation entities is that each may have a legitimate and mandated interest in the same activity. The matrix of considerations to be brought to bear on any single project or programme activity is complex and multidimensional. It is not consistent with the multidimensional nature of the problems being addressed to assume that one single neat set of mandates can be created for United Nations technical cooperation that will ensure that emerging issues can be addressed by a single entity. That is not the reality of the modern world. This is a fundamental reality that underpins the present report. It is not possible to design one set of clear institutional mandates that would eliminate all overlap and create in essence a series of monopolistic suppliers within the United Nations system of technical cooperation.

36. Even the creation of some kind of single, monolithic, all-empowered United Nations technical cooperation agency would not necessarily solve the fundamental problem of developing, maintaining and mobilizing the range of skills required to address multidimensional problems. Such a move would shift the challenge of resolving the multidimensional matrix issues from an inter-organizational basis to an interdepartmental basis within the single organization. It is arguable that such a monolithic structure would prove to be more effective in achieving efficient and effective response to technical cooperation needs. The alternative is to be able to quickly assemble required teams from a variety of smaller organizations that are specialized, competent, manageable in size and flexible.

37. In such a situation, the key to effective response is the ability to build when required, and disassemble when no longer required, multidisciplinary teams of experts (or organizations) that can bring their unique and specialized capacities to bear in a common effort for the time period required. Where the time period is long, this may require some type of formal institutional relationship. Numerous examples of this type of relationship exist in the system today, UNAIDS being a most evident example. For shorter time frames, many less formal arrangements, such as joint task forces and working groups, pursue similar goals with less heavy mechanisms. Much of the day-to-day coordination work being done today takes place largely out of sight except to the professionals involved and is based on relatively informal arrangements, in which competent and interested parties cooperate in practical ways to mobilize from many different parties the range of required inputs.

38. There are, however, practical limits on the number of small organizational entities that should be encouraged. The more players, the more costly the supply-side coordination process and the more difficulty in achieving strategic coherence. In addition, while the technical competencies of the United Nations entities may be unique, they often replicate support-service functions that are less than optimally efficient.

39. If the United Nations system of technical cooperation at times appears excessively complex to the outside viewer, it is not without its logic. The entities that deliver technical cooperation were created to achieve certain objectives, and in many cases their mandates are highly specialized. While certain problems of interface do exist, the present review found very few situations where managers were not conscious of both the formal and practical limits of their mandates. Most recognize that in the extremely complex world of development, the contributions of many specialized players are required if the wide and varied scope of expertise required is to be successfully mobilized. The practical implications of human and financial resource limitations can nevertheless result in supply-side coordination that is less than optimal.

40. In a fast-changing world where problems are increasingly complex, the best managers work out the required informal working relationships to ensure that required inputs are brought to bear, without excessive introspection on the implications for formal mandates. Their solutions are inherently practical in nature. Such attitudes are essential for success in chaotic, rapidly evolving situations.

41. There are three main implications of these observations for the present report:

- First, as outlined earlier in this report, the fact that many United Nations entities operate in addressing the same basic problems does not in itself indicate that inefficient duplication exists. Overlap in terms of different entities bringing their unique competencies to bear on the same issue is not by definition duplicative. Quite the contrary, this can often reflect the group mobilization of a variety of skills to deal with a complex problem.

- Second, that activities may not be duplicative does not necessarily mean that they are optimally organized to reduce transaction costs and to contribute to the broader objectives of coordination and coherence at the country level. Many of the technical cooperation programmes of the United Nations system are very small, in terms of both financial and personnel resources. The existence of so many relatively small programmes, as well as the repetitive

structures of the larger funds and programmes, does raise important cost-efficiency questions, particularly at the field level. The United Nations pays a cost for its intellectual diversity.

- Third, while order is necessary, formal mandate clarification is an imperfect tool for achieving broader system-wide coordination and coherence. The United Nations technical cooperation system does not lend itself to a simple and clear portrayal in an organizational chart. Daily working attitudes and effective programming mechanisms at the field level are more important to ensuring effective response than are detailed mandates. Governing-body members (and in many cases several governing bodies will be involved) will never be able to stay on top of and respond in a timely manner to all of the emerging changes in the working environment. Mandate clarification might therefore be best reserved for situations that clearly require it — situations involving new organizations or organizations on which the mandate changes of other entities have a secondary impact, or where clearly counter-productive duplication exists.

C. Transition in the United Nations

42. Many factors have contributed to a dramatic change in the United Nations technical cooperation environment over the past decade. Key institutions such as UNDP have assumed new roles. Donors have significantly adjusted their technical cooperation funding patterns. New strategic and planning frameworks have been introduced. The Millennium Development Goals are focusing all efforts on the fundamental objective of poverty reduction. New and important cross-sectoral issues have emerged.

1. A new role for the United Nations Development Programme

43. For more than three decades, UNDP served as the central funding agency for technical cooperation in the United Nations system. During that period, UNDP was a funding and not (primarily) a substantive agency. Programme countries allocated the resources available through the UNDP system of indicative planning figures and executed projects normally through a United Nations organizational entity other than UNDP. The normative and specialized entities of the United Nations looked to UNDP to fund projects that allowed them to implement the programme priorities established by their governing bodies.

44. Today, UNDP has repositioned itself. The old central funding agency concept is gone. UNDP has become both a substantive agency and a funding agency. It now delivers most of its project activities through the processes known as national execution or direct execution. UNDP has established six basic priority areas for the allocation of its resources and the concurrent development of its own substantive capacities and knowledge networks:

(a) Democratic governance;

(b) Poverty reduction;

(c) Crisis prevention and recovery;

(d) Energy and environment;

(e) Information and communication technologies;

(f) HIV/AIDS.

45. Despite the many benefits of the new UNDP mandate, the loss of the central funding role has removed one element that historically worked in favour of a coordinated supply-side approach, which was the requirement for many agencies to integrate their technical cooperation projects into the UNDP country programmes. This makes it more difficult to achieve coordination on the supply side, and could be said to increase directly the importance of both the demand side (programming at the country level) and of the financing system in achieving overall coherence.

46. As UNDP has moved from central funding, it has also advertised its move "upstream" — away from a focus on implementing individual projects at the field level, towards achieving a broader impact by influencing the policy development and strategic direction-setting of programme-country Governments. This move upstream has been at least partially dictated by the very severe resource constraints under which UNDP has operated over the past decade. Despite its move upstream, UNDP still essentially works in a project rather than programme mode.

47. In implementing its new mandate, UNDP has reoriented its activities in ways that have both reduced and increased its potential areas of duplication with other entities of the United Nations system. By and large, UNDP has defined its future role in terms of broader themes that cover many different specialized areas. By doing this, it has cast its net very broadly, to the point where many highly specialized activities undertaken by other entities now conceivably fall under its defined practice areas. The question then arises as to how UNDP will position itself in relation to these other entities. On the other hand, as part of its move upstream, UNDP largely exited specific sectoral fields (such as health and education) that are the focus of the specialized agencies in particular. This withdrawal has removed a number of areas of potential duplication.

48. The new role of UNDP is broadly seen as beneficial, but it is important to understand some of its direct and indirect implications:

(a) The central funding approach was historically an important element in working towards coherence on the supply side of the United Nations system of technical cooperation. With its demise, there is no longer a built-in mechanism that allocates funding to priority needs at some central point within the system. The implication is that this process must now be addressed primarily in the field;

(b) This also underscores the critical importance of donor funding practices in achieving overall coherence within the system. More entities must now raise a larger portion of their technical cooperation funding requirements through direct dealings with donors. Many closest to United Nations technical cooperation argue that the greatest force working against the rational organization and coherence of the United Nations technical cooperation system is donor practices that create excessive competition among United Nations entities for donor funding support;

(c) The United Nations system's technical cooperation entities now operate in more of a market situation. Donors, through their willingness to support a growing number of supplementary funding modalities, as well as the creation of a variety of new programmes within the United Nations, have indicated that they wish to have choices as to the activities and units that they fund. Operating experience

also demonstrates that programme countries also wish to be able to choose from a variety of service suppliers the one that can best address their individual needs. Having been instrumental in creating such a market situation, which is not without its benefits, Member States must, however, recognize that they cannot logically argue at the same time for a fully rationalized system devoid of competing entities;

(d) Access to UNDP as the traditional source of financing has now been either reduced or eliminated for most other United Nations technical cooperation entities as the combined result of both the changed funding approach and the switch to national or direct execution. This leaves them with two fundamental options: to withdraw from technical cooperation, or to engage in their own supplementary fund-raising activities. It is noteworthy in this regard that a number of entities outside of UNDP feel that they have in fact benefited overall from the reduction in UNDP funding. They point to two reasons for this perhaps unexpected result: they have been forced to improve the quality of their project activities in order to market them effectively to donors, and they have been able to develop new and more equal partnerships with UNDP. It should be noted that this positive conclusion is not universal, however, and some entities have seen their programmes shrink as they have been unable to replace UNDP funding;

(e) UNDP, for its part, is now challenged with the need to develop its required substantive sectoral expertise or supporting knowledge networks using voluntary funds, while some other technical cooperation entities support critical substantive backstopping and sometimes even direct technical cooperation project activities with funding from assessed budgets.

2. Changes in donor funding practices

49. Throughout most of the 1970s and late into the 1980s, earmarked resources tended to be the exception rather than the rule for United Nations funds and programmes. Earmarking can take many different forms. A decision to support the unified budget and work plan of UNAIDS reflects a very general earmarking towards a specific sector, as compared to providing the same funding as core resources to (for example) UNDP, with its multidimensional programme where allocation decisions are taken by its governing board.

50. More stringent earmarking takes place when a donor, even within the context of a multidimensional programme such as UNAIDS, UNDP or UNICEF, decides to earmark funding for one particular programme line. This can be carried further to specific earmarking not only for a specific programme, but also for the intended beneficiary. The most extreme earmarking occurs when a donor brings a programme or project already elaborated in considerable detail and essentially hires the United Nations entity to execute it on the donor's behalf.

51. All of these forms of earmarking represent movement away from the traditional key values of a multilateral institutional approach:

(a) Where the trust and ownership benefits of a multilateral programme are promoted through a process of shared decision-making by both the donor and programme countries that constitute the governing board;

(b) Where resources lose their identity of source when they are contributed to the common pool, which is then allocated according to the policies of the governing board;

(c) Where donors do not protect their legitimate interests (particularly on accountability) through bilateral relationships with the management of the organization or with individual beneficiary countries, but through the activities of the governing board, which reflects the interests of all Member States through a single point of policy direction to the responsible programme managers;

(d) Where important decisions are taken through a process of finding common ground with all participants that allows the work of the organization to proceed in an orderly manner;

(e) Where all members of the organization, as partners in the decision-making process, assume responsibility for the programme's political, policy, programme and financial viability.

52. Earmarking is an issue of increasing importance for the United Nations technical cooperation system. A few selected examples indicate the extent of the evolution of funding practices in recent years. The contribution data for the last two decades indicates that for UNDP earmarked contributions from major aid-providing countries represented 3 per cent of their total contributions in 1980 and 33 per cent of their total contributions in 2001. These figures do not include any amounts provided by major aid-providing countries in the form of third-party cost sharing. When all contribution sources are taken into account, the regular core resources of UNDP accounted for only 25 per cent of total contributions received in 2001.

53. The picture for UNICEF is similar but not as dramatic, since UNICEF was one of the first of the United Nations organizations to actively solicit supplementary resources through its "noted projects" approach. In 1980, 36 per cent of donor-country contributions were earmarked, a figure which reached 52 per cent in 2000.

54. Since financing is not the primary orientation of the present report, no comparable data for the other technical cooperation activities of the United Nations system was assembled. It is noteworthy, however, that the continued growth of the number of special funding arrangements within the United Nations structure represents an ongoing dilution of the multilateral characteristics of the system as a whole.

55. While some of the United Nations entities other than the funds and programmes have access to small amounts of assessed regular budget funding for their technical cooperation activities, most are largely dependent on voluntary funding, most of which is earmarked. For the latter entities, the strategic direction of their technical cooperation activities is largely dependent on the priorities of the donor countries concerned.

56. In his annual report to the UNDP Executive Board for 2001, the Administrator made the following observation:

> "It should be noted that regular and other resources are not transposable. The ability of UNDP to fulfil its mandate and to mobilize other resources depends fundamentally on its having an adequate, secure regular funding base that guarantees its multilateral, impartial and universal character. In recalling its landmark decision 98/23 on the MYFF [multi-year funding framework] and core funding strategy, the Executive Board may wish to urge all donors to restore growth and predictability to the regular funding base of UNDP" (DP/2002/25, Summary).

57. The evolving pattern of donor financing of the United Nations technical cooperation system has many implications, only a few of which are listed here:

(a) Only a modest proportion of the total technical cooperation activity of the United Nations system can be programmed fully according to the policies and priorities established by the respective governing boards. While the programmes normally do not accept earmarking that is clearly inconsistent with governing policies, all earmarking distorts in some measure one or more components of board-approved policy by removing the funding from the control of those policies;

(b) While for some entities the level of earmarked funding has remained in a relatively stable growth pattern over an extended period, the specific purposes for which it is earmarked are less predictable. This means that effective programme planning and staffing are increasingly impaired as the level of earmarking grows;

(c) Entities with substantive normative and policy functions that may have no or only limited access to assessed funding find it increasingly difficult to maintain their status as centres of knowledge and expertise in their mandated sectors, particularly as the increasing levels of supplementary funding do not, in most cases, contribute appropriately to the support of core functions;

(d) Programme structures are being increasingly driven not by need, but by the availability of earmarked donor funding;

(e) In urgent situations, the lack of core funding hampers speed of response as the programmes await donor funding commitments.

D. The World Bank

58. Officials in all United Nations technical cooperation entities have commented on the impact of the World Bank (including the International Development Association (IDA)) as it expands its activities in capacity-building. The resource levels being brought by the World Bank to areas more traditionally associated with the United Nations system are in some cases reducing the United Nations system entities to niche players. The growth of the World Bank in these areas will almost certainly continue. It is therefore urgent to continue to develop practical means for the United Nations system and the World Bank to work together in a complementary manner.

59. In the field of technical cooperation, the Bank is devoting considerable attention to identifying broader systemic issues that have an impact on the development process, and particularly on the activities of all development assistance providers. For the Bank, two issues stand out in the broad area of technical cooperation as requiring attention: the programming and impact of capacity-building activities, and the urgent need for an increased harmonization of donor policies and procedures.

60. That the agendas of the Bank and the United Nations system are increasingly converging is evidenced not only by their joint commitment to the Millennium Development Goals, but also by a simple review of the thematic perspectives guiding the Bank's work:

- Addressing the social, institutional, and economic dimensions of poverty
- Investing in people
- Promoting environmentally and socially sustainable development
- Supporting private sector development and infrastructure
- Building strong financial systems
- Promoting the rule of law.

61. As a result of this convergence of basic goals, it is equally evident that the new directions of the Bank will increasingly bring it into play as a major factor in areas traditionally considered to be the "territory" of the United Nations system. Grant funding through the Bank has increased significantly in recent years and will continue to increase. In 2002, the Bank disbursed $1.9 billion in grant funding through its series of trust funds. Trust fund assets rose during the year from $4.38 billion to $5.34 billion — an increase of 22 per cent. The Bank describes its trust fund activities as leading

> "to grant funding of high-priority development needs, including technical assistance and advisory services, debt relief, postconflict transition, and cofinancing. Trust funds help the Bank leverage its poverty reduction programs by funding key due diligence activities for development operations, promoting innovative approaches for projects, forging partnerships, and expanding the scope of development collaboration."[2]

62. More than half of the Bank's trust fund disbursements were from its five major programmes:

(a) Heavily Indebted Poor Countries (HIPC) Initiative;

(b) Global Environmental Facility (GEF);

(c) Policy and Human Resource Development Fund;

(d) Consultative Group on International Agricultural Research;

(e) Ozone Trust Fund.

63. In addition, during 2002, seven new trust funds were created:

(a) Global Fund to Fight AIDS, Tuberculosis and Malaria;

(b) Afghanistan Reconstruction Trust Fund;

(c) Nile River Basin Trust Fund;

(d) Eastern Greater Great Lakes Trust Fund;

(e) Knowledge for Change Trust Fund;

(f) Trust Fund for Capacity Building for Poverty Reduction Strategies in Low-Income Countries; and

(g) Financial Sector Reform and Strengthening Initiative.

64. In addition to its trust funds, in its IDA 13 replenishment the World Bank's governors have provided significantly increased levels of grant funds. For an overall IDA replenishment of approximately $23 billion, it is anticipated that grant

commitments will be in the range of 18 to 21 per cent over the three-year period of the replenishment. This will mean the commitment of grant funding at the level of approximately $4.1 billion to $4.9 billion, or annual commitments in the range of $1.4 billion to $1.6 billion in addition to trust fund disbursements. This compares to the total of approximately $2.6 billion received by UNDP in 2001.

65. Important differences exist, however, which relate directly back to the systems of financing of the two organizations. For the Bank, its entire non-trust fund grant disbursements are allocated and disbursed according to the approved policies of the Bank covering the priority sectors and countries. For UNDP, the use of only 25 per cent (the core portion of total UNDP resource availability) is programmed fully according to the policies established by its Executive Board. The remaining 75 per cent is earmarked in some manner, which removes it at least partly from the central priority focus of UNDP.

66. While the Bank's grant usage patterns may have to be adjusted on the basis of practical operating experience, the following is the general allocation of the IDA 13 replenishment grant funds:

- Between 8 and 19 per cent (depending on need) will go to post-conflict activities
- About 6 per cent will go to natural disaster reconstruction
- About 22 per cent will go to HIV/AIDS projects in all IDA-only countries
- About 3 per cent will go to HIV/AIDS projects in IDA blend countries
- About 44 per cent will be allocated to debt-vulnerable IDA-only countries with per capita gross national product equal to or less than $360
- About 17 per cent will go to other IDA-only countries with per capita gross national product equal to or less than $360.

67. It must be a source of concern about the current governance and operational modalities of a variety of United Nations development activities that this growth in World Bank grant funding reflects a conscious decision by donors to bypass the United Nations in favour of the Bank. This underscores the importance of the question raised in paragraph 7 of document E/2003/89, on the funding of development cooperation activities of the United Nations system:

> "The basic question to be addressed in this post-Monterrey period, when major donors have begun to increase their ODA [official development assistance], is where and how does multilateral development cooperation and, in particular, the operational work of the United Nations system, fit into the international development agenda."

68. As that document correctly notes, it was the universal, democratic and neutral character of the United Nations that played a crucial role in building the consensus around the current development agenda. Although it may still be premature to draw conclusions about long-term trends, this key leadership role in creating a universal consensus around the Millennium Development Goals has not to date translated into a renewed commitment by donors to fund the United Nations system to play a growing operational role. The record to date indicates that donors prefer other channels.

69. In order to assist in the conceptualization of the issues addressed by the present report, a series of factors that could be driving donor choices are put forward. Each of these points is arguable, but denying them in their totality will make it difficult to improve the competitive position of the United Nations system in attracting increased resource flows in the future:

(a) Donors clearly have a voting control in the Bank that they do not have in the United Nations system. While they accept the legitimacy of the role of the United Nations in setting the broader policy agenda, they prefer much more direct control over the resulting programme delivery process;

(b) The Bank tends to speak with one voice (despite active internal debate), while the United Nations system speaks with many. Despite the complexity of the Bank, and the range of substantive and financial tools that it must bring together to achieve optimal impact, internal contradictions can be resolved through a single senior management team and a single governance structure. This contrasts with the United Nations system, where multiple management teams and multiple governing bodies are involved. To the extent that ensuring a consistent approach to the operational challenges of development programming is a virtue, then the decision-making structure of the Bank will be preferred;

(c) The Bank operates through a single presence at the field level. The United Nations operates through multiple presences, and it is moral suasion rather than directives that the United Nations (always, of course, guided by the wishes of the programme country) uses to attempt to achieve country-level coherence. Some United Nations entities resist voluntary coordination mechanisms because they clearly place a greater premium on their individual identities than on an integrated and coherent overall United Nations system response;

(d) The Bank has successfully managed a major delegation of both decision-making authority and personnel to the field. It also plays the leadership role in supporting the government on the Poverty Reduction Strategy Paper process, which is increasingly the guiding strategic document for country activities. While individual United Nations entities have engaged in similar processes for field strengthening and empowerment, multiple players are still involved, and the United Nations presence (as opposed to the presence of individual United Nations entities) is constrained by the minimal resources supporting the Resident Coordinator functions. Because the Resident Coordinator function is not supported with adequate resources, its leadership role is not exercised with sufficient quality to be respected by the other United Nations entities present;

(e) The Bank is perceived by donors to be more cost-efficient than the United Nations. This proposition is highly debatable, but little data exists to reach an objective judgement. The complexity of the United Nations structure, the number of individual entities involved and the small size of many of the programmes being managed are all issues relevant to the present report that may contribute to the perceived relative inefficiency of the United Nations system. The multiple field representation of the United Nations system directly contributes to both the impression and the reality of inefficiency.

70. As the thematic orientations of the Bank and the United Nations have become more common, the line of demarcation between their programming lines has become more blurred. So too has the historical role of the Bank as a lending institution in

contrast to the United Nations as a granting system. In many areas, cooperation between the Bank and the United Nations has actually expanded, including at the country level. The potential for enhanced future collaboration certainly exists. There are many examples to demonstrate that even with an expanding technical cooperation mandate, the Bank prefers to work with established centres of outside expertise, such as some of the United Nations entities, rather than attempt to duplicate them internally. Centres of excellence with demonstrated competence within the United Nations system can clearly situate themselves advantageously within this Bank approach. The question yet to be answered is whether it is still possible to think in terms of some division of labour and complementarity of roles based on their respective competencies.

71. Recent trends indicate that, in the areas of technical cooperation and capacity-building, donors no longer draw a line between what the Bank is expected to do and what the United Nations is expected to do. Most donors have not adopted policies on the Bank's role versus the United Nations system's role, other than general exhortations against duplication. Despite this evolution, Bank officials recognize that the United Nations has skills that the Bank does not possess (and vice versa) and that the United Nations possesses in certain substantive issue areas both a moral authority and a political mandate that the Bank does not claim. The cultural sensitivity of the United Nations system is also generally recognized. If it is still possible to think about a delineation of roles, the basis for such a delineation will likely be found in areas where these characteristics are essential to effective functioning.

72. The United Nations and the Bank share a growing commitment to coordination and programme coherence, and therefore to increasingly close collaboration. The financial power of the Bank, supported by the quality and size of its human resource pool, will certainly have an impact on the nature of the future relationship between the two parties. Just how those objectives will be achieved is a complex challenge that in the end will no doubt have a variety of answers. Closer future collaboration may be based on negotiated cooperation agreements between the Bank and the United Nations entities. Of perhaps greater immediate practicality will be the importance of reaching collaborative working relationships in the programming process in the field. This will mean active and quality participation by the United Nations in some coherent form in the Poverty Reduction Strategy Paper process, and this will certainly imply a significant strengthening of both the United Nations field presence and its ability to function at the field level in a coherent manner, both with its United Nations and its external partners.

E. Promoting coordination and coherence

73. It could hypothetically be argued that rationalization of the supply side of United Nations technical cooperation is not so critical as long as the right inputs can be mobilized in a timely manner to meet priority needs in the programme country. Under such an approach, a competitive situation among the United Nations technical cooperation suppliers would provide choice, while overall coherence is achieved through the country programming process. Without ruling out the positive benefits of some element of choosing between alternative sources, the present report maintains that the supply side, the demand side and the financing modalities must all in the end be mutually supportive for optimal coherence to be achieved.

74. Since the present document deals primarily with the supply side of United Nations technical cooperation, it is useful to look first at mechanisms for coordination and coherence from that perspective. Coordination and coherence can be achieved in many different ways, including both formal and informal mechanisms. Historically, the United Nations system has attempted to achieve coherence both through the coordination of inputs at the supply end and through efforts to achieve coherent programming at the country level. All signs indicate that while the supply side must have some minimal coherence, there is a major shift of emphasis for achieving coherence at the field level.

75. Leaving formal processes temporarily aside, it is first important to recognize that informal coordination by responsible programme managers is achieved through the thousands of interpersonal contacts that take place each day throughout the system. The best possible tool for achieving system coherence at the practical operating level is the knowledgeable and competent manager — preferably working in the context of an agreed strategy framework for the United Nations as a whole that is supportive of the Poverty Reduction Strategy Paper or other country-led process. It is important to underline that this process of informal coordination, despite the inevitable deviations, is alive and well within the system, but is limited by practical resource constraints.

76. An essential part of recent reform efforts has been to support interpersonal processes with more formal coordination mechanisms aimed at achieving greater overall coherence and impact for United Nations technical cooperation and other activities. In efforts to promote coordination, however, one critically important element must be borne in mind — coordination is not a free commodity in a complex environment. Coordination must be looked at on the basis of the cost of lack of coordination versus the cost of coordination. Perfect coordination will never be achieved, and very high levels of coordination that may be achievable may, on the other hand, be unaffordable.

77. There is no single answer to the question, "How much coordination can the United Nations afford?" As a general rule, activities functioning in governmental and intergovernmental structures tend to be influenced by political factors more than by cost/benefit factors in answering this question. The political difficulties created by a real or perceived lack of coordination can be far more damaging to a governmental or intergovernmental body than the actual value of the loss incurred. In the case of the United Nations, the damage can be done to the image of the institution itself, to the Secretary-General, or to the images of the many different programmes that the system comprises, along with their executive heads.

78. Within the field of technical cooperation coordination, many formal mechanisms of quite differing natures exist to promote coordination objectives. A quite unique example of Governments intervening directly to establish an innovative response to a perceived coordination need lies in the creation of UNAIDS. In order to promote an effective and coordinated United Nations system response to the HIV/AIDS pandemic, UNAIDS was created by the Economic and Social Council as a joint programme of six (now eight) United Nations institutions. The challenge of the disease clearly motivated Member States to take extraordinary and innovative measures to maximize the timeliness and effectiveness of a coordinated United Nations system response.

79. UNAIDS has recently completed its first five-year evaluation. While reflecting the important accomplishments of UNAIDS during its first five years, it also highlights the original difficulties of enlisting coordination from a variety of system players "driven in the early years of the programme by concerns over mandates and inter-agency rivalry".[3] Few issues or substantive sectors can justify the creation of a UNAIDS model programme to promote coherence between the various United Nations players. Here the system falls back on a series of coordinating committees (including the Executive Committee of the United Nations Development Group, the Executive Committee for Economic and Social Affairs, the Executive Committee for Humanitarian Affairs and the Executive Committee for Peace and Security), a variety of inter-agency task teams, and common strategic and programming approaches such as the Common Country Assessments and the United Nations Development Assistance Frameworks.

80. Other assessments of these tools have been done, and their conclusions will not be repeated here. What perhaps deserves repetition is the general concern of technical cooperation entities, normally but not always the smaller ones, which do not benefit from their own field representation, in having their interests reflected in some of these mechanisms.

81. The United Nations system has made important progress in improving both supply-side and demand-side coordination during the period of the reform process. This has naturally involved costs — both the direct costs of the coordinating mechanisms and the indirect costs incurred by individual entities for participation in their work. Some feel that for the benefits of the investments made to date in supply-side coordination to be effectively realized, corresponding strengthening of the field-level coordination mechanisms must be made.

82. This problem of field representation is further exacerbated when the decentralization of programming authority of many bilateral and multilateral agencies is combined with the ongoing need to mobilize supplementary (earmarked) resources for technical cooperation activities. To the extent that smaller programmes may have a very limited field presence where the officials of other agencies are increasingly taking financial commitment decisions, their ability to mobilize resources is seriously affected.

83. One evident way to improve supply-side coordination would be to reduce the number of United Nations entities involved in the delivery of technical cooperation. An alternative to this approach would be to move further towards cooperative issue-by-issue programming involving a number of differing United Nations entities. UNAIDS represents a highly formalized example of such an approach. Other less formal approaches could also be developed. In the discussion of the selected issues (see annex), a number of areas where some rationalization may be required are briefly discussed. The possible rationalization of the supply side for a number of these issues could be ultimately dependent on the interpretation to be given to the very broadly defined practice areas of UNDP. At the extreme, some technical cooperation activities currently housed in other agencies could be absorbed into UNDP. Less radical would be to promote much closer working relationships between UNDP and other entities that house specialized skills that are relevant to UNDP practice areas.

III. Conclusions

84. **The present report has provided basic information on the technical cooperation activities of the United Nations on a selected number of important issues. While the United Nations technical cooperation system is complex, it is not without its historical rationale. The variety of differing mechanisms that exist within the system for the delivery of technical cooperation continue to attract funding support from donors, and their services continue to be of value to developing countries. Donor funding practices have a major impact on the structure of the system. Rationalization of the supply-side structure must therefore be addressed cautiously, for it is not guaranteed that existing funding arrangements would follow any functional reorganization within the system. This and other factors tend to favour an incremental approach to rationalization rather than a fundamental restructuring. This report emphasizes the linkages between the supply side, the demand side and the system of financing. Each must complement and support the others if an optimal system is to be achieved.**

85. **Despite the large number of entities involved overall and the variety that may act on any single issue, the areas of outright duplication of roles that were identified are limited. A number of areas where some element of clarification may be required have been flagged. A process of follow-up on the main recommendations emerging from this report will be undertaken by the Deputy Secretary-General. Action will be taken to ensure that optimum synergies within the system are achieved. The Administrator of UNDP will be requested to undertake, in close collaboration with interested United Nations department heads, a review of a few key issues on which the division of labour can be improved and will report back to the Deputy Secretary-General. Attention will also be given to ensuring effective collaboration between the regional commissions and the funds and programmes, in cases where there is shared sectoral priority and where the required expertise exists. Member States will be informed of the follow-up actions as part of the triennial comprehensive policy review in 2004.**

86. **A complex and at times under-resourced system appears to be performing reasonably well. Managers are aware of their mandates, and are aware also of the need to work with others to achieve the range of required inputs. The system has not been designed for optimal efficiency, but rather has evolved over a number of decades as a result of incremental decision-making by governance bodies and by the system's funders. Any major structural rationalization would be a complex process involving the fundamental questioning of the continued relevance of a number of existing mandates and an assessment of donors' ultimate willingness to support any such rationalization with a reform of their own funding practices. Rationalization that imperils resource flows could prove, overall, to be counterproductive.**

Notes

[1] *Capacity for Development — New Solutions for Old Problems*; Fukuda-Parr, Lopes, Malik; Earthscan Publications Limited and UNDP.

[2] *The World Bank Annual Report 2002, Volume 1, Year in Review*, p. 35.

[3] Five-year evaluation of UNAIDS, UNAIDS/PCB(13)02.2, November 2002, p. 22.

Annex

Review of selected issues

Selected issues are reviewed in the appendices below. Each appendix first presents a simple chart providing basic information on the roles played on the issue by the various United Nations entities. In each table, the United Nations entities are presented not necessarily in the order of the importance of the role they play on the issue, but rather in the standard order used for the summary table provided in appendix A. The second part of each appendix contains a brief discussion of where elements of role or mandate clarification may ultimately prove desirable.

APPENDICES

Appendix	Issue Number	Issue
A		Summary Chart of Entities Involved by Issue
B	1	Natural Disasters - prevention, mitigation, preparedness
C	2	Trade
D	3	Energy
E	4	Peace-building - prevention and coexistence - peace processes and reconciliation - disarmament - demobilization - reintegration of ex-combatants - gender and peace-building - children and youth in conflict - small arms
F	5	Rule-of-Law - legislatures - elections - justice - drugs and crime - human trafficking - corruption - terrorism
G	6	Public Sector Management
H	7	Information and Communications Technology
I	8	Landmines
J	9	HIV/AIDS
K	10	Women and Gender

Appendix A

Entities involved by issue

	UNDP	UNICEF	UNFPA	UNIFEM	UNV	UNCDF	UNAIDS	World Bank (note 6)	UNCTAD	WTO	ITC - WTO / UNCTAD	UNHCR	UNODC	OHCHR (note 4)	UNIDO note 2	WIPO	UN - Habitat	UNEP	DESA	OCHA	UNISDR	DPKO	OLA	DPA	DDA	ECE	ECA	ESCAP	ECLAC	ESCWA
Natural Disasters																														
prevention, mitigation, preparedness	X		X					X									X	X		X	X							X	X	
Trade	X			X				X	X	X	X				X	X			X				X			X	X	X	X	X
Energy	X			X				X										X	X							X			X	X
Peacebuilding																														
prevention/coexistance	X			X	X			X				X		X								X		X		X				
peace processes/reconciliation	X			X								X		X										X						
disarmament	X			X																		X		X	X					
demobilization	X	X						X																						
reintegration of ex-combatants	X	X						X											X											
gender & peace-building				X	X			X				X		X					X											
children & youth in conflict		X						X																						
small arms	X																								X					
Rule of Law																														
legislatures	X							X															X							
elections	X			X	X									X										X						
justice	X	X		X			X	X				X	X	X					X			X								
drugs & crime							X						X				X													
human trafficking		X		X									X	X					X											
corruption	X							X					X						X											
terrorism													X											X						
Public Sector Management (note 3)	X			X		X		X									X		X							X		X	X
ICT (note 1)	X			X	X			X			X								X							X	X	X	X	X
Landmines	X	X						X				X								X		X								
HIV/AIDS	X	X	X	X	X		X	X				X	X	X			X											X		
Women & Gender (note 5)	X	X	X	X	X		X	X				X		X					X							X	X	X	X	X

Notes
1 Information & Communications Technology
2 information for trade only
3 many activities impact on this issue, this chart only shows agencies which directly define public sector management as a program area
4 OHCHR supports human rights considerations on all issues - shown here are the main issues on which it plays a direct technical cooperation role
5 gender issues are increasingly mainstreamed by all entities in their activities - shown here are entities specifically mentioning women and gender technical cooperation activities
6 including the International Development Association (IDA)

Appendix B

Issue 1 – Natural Disasters (prevention, mitigation, preparedness)

Technical Cooperation Activities Related to Natural Disasters

prevention, mitigation, preparedness

UNDP	•	**United Nations Development Programme**
Role	•	**Disaster Risk Reduction**
Focus	•	policy development and advocacy on risk reduction
	•	disaster reduction capacity development
	•	support to UN system coordination for natural disaster response & recovery
TC Activity Type	•	technical backstopping and monitoring for disaster reduction initiatives - assistance in adaptation to climate change - support for sub-regional knowledge networks - support for the formulation and implementation of disaster reduction strategies and capacity building programmes
	•	mainstreaming disaster reduction into development and post-disaster recovery activities - policy development and advocacy for sustainable risk reduction - methodologies and tools to integrate risk concerns into the project development cycle - strengthening national and regional institutional structures for sustainable disaster risk reduction - preparation of the World Vulnerability Report - risk management training for UN Country Teams and partners through the UN Disaster Management Training Programme
	•	policy and advocacy initiatives aimed at mainstreaming disaster reduction into development and post-disaster recovery activities
	•	UNDP Crisis Prevention and Recovery Knowledge Network
	•	assistance in developing recovery frameworks and activities for sudden crisis and post-disaster situations
	•	emergency grants and in-kind assistance after major disasters
TC Funding Source	•	Thematic Trust Fund for Crisis Prevention & Recovery
	•	donor funds in trust
	•	UNDP core budget (up to 5% of core resources for all Crisis Prevention & Recovery activities)
	•	regular budget of the United Nations
Field Network	•	offices in 131 countries
	•	Disaster Reduction Advisors in key geographic locations worldwide
	•	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	•	OCHA and a wide range of UN and other inter-governmental and NGO organizations
	•	a wide range of regional disaster reduction organizations
	•	Inter-Agency Secretariat for the International Strategy for Disaster Reduction
Special Programs	•	Disaster Management Training Programme (DMTP)

UNFPA	•	**United Nations Population Fund**
Role	•	**Increasing Gender Equality and Access to Reproductive Health**
Focus	•	raising awareness of need for reproductive health services in emergency situations
Activity Type	•	training courses
TC Funding Source	•	regular and supplementary resources of UNFPA
Field Network	•	104 field offices
	•	Country Technical Services teams (with partner agencies) in 9 countries
Links - UN/External	•	Technical Advisory Services specialists posted at HQs of ILO, FAO, UNESCO, WHO, UNIFEM, UNAIDS and the regional commissions
	•	UNFPA - United Nations agency strategic partnership programme
Special Programs	•	Technical Advisory Programme
World Bank	•	**World Bank**
Role	•	**The Integration of Disaster Prevention & Mitigation into Development Activities**
Focus	•	improving the management of disaster risk in developing countries
	•	promoting sustainable projects that incorporate effective prevention & mitigation measures
	•	promoting risk analysis in World Bank operations and country assistance strategies
	•	promoting training in prevention & mitigation
	•	identifying policy, institutional and physical interventions aimed at reducing catastrophic losses
Activity Type	•	training in prevention and mitigation
	•	partnerships to promote dialogue, collaborate on activities, and receive input into World Bank activities
	•	analysis of World Bank's disaster assistance portfolio to extract lessons for future operations
	•	dissemination of information of World Bank & other agencies practices in disaster management
	•	technical cooperation support embedded in project/program lending
TC Funding Source	•	loan and grant funds of the World Bank
	•	donor funds in trust
Field Network	•	offices in 100+ member countries
Links - UN/External	•	ProVention Consortium (with a wide variety of inter-governmental, governmental, NGO & private sector organizations)
	•	Inter-Agency Secretariat for the International Strategy for Disaster Reduction
DESA	•	**United Nations Department of Economic & Social Affairs**
Role	•	**Social Policy and Development**
Focus	•	social aspects of conflict and disaster management

TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	donor funds in trust
Field Network	•	UN Resident Coordinators
Links - UN/External	•	UNDP, OCHA, WFP, regional commissions
UN-HABITAT	•	**United Nations Human Settlements Programme**
Role	•	**Protecting Human Settlements from Risks of Disasters**
Focus	•	creating awareness among decision makers on disaster mitigation for human settlements
TC Activity Type	•	assessment and technical advisory missions
	•	developing techniques and tools for mitigation & vulnerability reduction
	•	training programs and activities
	•	networking institutions and experts
TC Funding Source	•	UNDP
	•	donor funds in trust
	•	private foundations
Field Network	•	four regional and two sub-regional offices (six in total)
	•	UN Resident Coordinators
Links - UN/External	•	Inter-Agency Secretariat for the International Strategy for Disaster Reduction
OCHA	•	**Office for the Coordination of Humanitarian Affairs**
Role	•	**Mobilizing and Coordinating Humanitarian Action**
Focus	•	policy development
	•	humanitarian advocacy
	•	co-ordination of assistance
TC Activity Type	•	assistance to the operational agencies in developing common policies
	•	advocacy to raise awareness and promote preparedness measures
	•	evaluating natural disaster prone countries
	•	technical, strategic and training assistance to governments, UN agencies, and regional organizations
TC Funding Source	•	regular budget of the United Nations
	•	voluntary contributions from donors - Trust Fund for Strengthening the Office of the Coordinator - OCHA Trust Fund for Disaster Relief - other trust funds
Field Network	•	UN Resident Coordinators
	•	4 Regional Disaster Response Advisors

Links - UN/External	•	interacts with all UN agencies involved in disaster preparedness or response
	•	extensive range of external contacts with organizations involved in disasters
Special Programs	•	Integrated Regional Information Network (IRIN)
	•	ReliefWeb
	•	Humanitarian Information Network
UN/ISDR	•	**UN Inter-Agency Secretariat of the International Strategy for Disaster Reduction**
Role	•	**Enabling all Societies to Become Resilient to Natural, Technological, Environmental Disasters**
Focus	•	to increase public awareness about disaster reduction
	•	to obtain commitment from public authorities
	•	to stimulate inter-disciplinary and inter-sectoral partnerships
	•	to improve scientific knowledge about the causes of natural disasters and the impact of natural hazards
	•	support international cooperation to reduce the impacts of El Nino & La Nina
	•	to strengthen disaster reduction through early warning measures
TC Activity Type	•	policy formulation and inter-agency coordination
	•	scientific cooperation and technology transfer
	•	transformation of existing knowledge into action
	•	sharing knowledge and information
	•	promoting risk-monitoring capabilities and early warning systems as integrated processes
TC Funding Source	•	ISDR Trust Fund
Links - UN/External	•	Inter-Agency Task Force for Disaster Reduction - selected UN agencies, regional institutions and the NGO community
ESCAP	•	**Economic and Social Commission for Asia and the Pacific**
Role	•	**Development through Regional & Subregional Cooperation & Integration**
Focus	•	Implementation of WSSD outcome related to disaster reduction - establish effective regional, sub-regional and national strategies for disaster management; - strengthen the institutional capacities of developing countries for natural disaster prevention, mitigation and preparedness - assist small island developing States and LDCs in comprehensive hazard and risk management, disaster prevention, mitigation and preparedness - promote information, communications and space technology for disaster prevention, monitoring and preparedness
	•	Implementation of the International Strategy on Disaster Reduction and Yokohama Action Plan at the regional level - enhance awareness of regional cooperation in commemorating IDNDR Day - enhance participation of developing countries - assess achievements

Activity Type	•	support and strengthen subregional networks
	•	provide support to strategic planning and management of subregional activities
	•	organize training workshops and roving seminars
	•	compile best practices and promote their replication
	•	conduct regional and subregional surveys
	•	prepare guidelines and manuals in disaster mitigation and preparedness
	•	advisory services
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	funds in trust
	•	Cost sharing
	•	UNDP
Field Network	•	ESCAP/WMO Typhoon Committee
	•	WMO/ESCAP Panel on Tropical Cyclones
	•	Mekong River Commission
	•	ESCAP RESAP network
	•	**Support from UN Resident Coordinators**
Links to other entities	•	ISDR, DESA, UNDP, ECLAC, WMO, UNESCO, UNEP, UN-OOSA, UN-CCD, FAO, World Bank, Typhoon Committee Secretariat, Technical Support Unit of Panel on Tropical Cyclones, Mekong River Commission, ADB, Asian Disaster Preparedness Centre (ADPC), Asian Disaster Reduction Centre (ADRC), International Institute on Disaster Risk Management (IDRM), Disaster Preparedness Programme of European Union (DIPECHO), IFRC, ASEAN, ICIMOD, IWMI, SOPAC, World Water Council (WWC), Global Water Partnership (GWP)
Special Programs	•	Regional Cooperation Programme of the ESCAP-WMO Typhoon Committee
	•	Coordinated Technical Plan of the WMO-ESCAP Panel on Tropical Cyclones
	•	Regional Space Applications Programme for Sustainable Development (RESAP)
ECLAC	•	**Economic Commission for Latin America and the Caribbean**
Role	•	**Economic & Social Development of the Region**
Focus	•	assessment of the socio-economic and environmental impact of natural disasters
Activity Type	•	technical cooperation in assessment of the socio-economic and environmental impact of disasters
	•	capacity building and training in the use of ECLAC methodology for evaluation of the socio-economic impact of natural disasters
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	multilateral and bilateral contributions
Field Network	•	2 sub-Regional Headquarters & 4 country offices
	•	support from UN Resident Coordinators

Links - UN/External	*	World Bank
	*	Inter-American Development Bank
	*	Centro de Coordinación para la Prevención de los Desastres Naturales en América Central (CEPREDENAC)
UNEP	*	**United Nations Environment Programme**
Role	*	Addressing the environmental dimension of disasters
Focus	*	Policy Development
	*	Early warning and assessment
	*	Capacity development
	*	Coordination of assistance (in cooperation with OCHA)
TC Activity Type	*	National legislation and institutional strengthening for environmental prevention, preparedness, assessment and response
	*	Provision of information on environmental conditions, changes, and trends in support of early warning for response preparedness
	*	Awareness raising and strengthening capacities for environmental emergencies for response preparedness
	*	Mobilization of international assistance and deployment of experts for emergency assessments
TC Funding Source	*	Environmental Trust Fund
	*	Donor funds in trust
	*	Other trust funds
Field Network	*	Regional offices in key geographic locations worldwide
Links – UN/External	*	Inter-Agency Task Force for Disaster Reduction
	*	OCHA and other UN agencies, other intergovernmental organizations and NGO community
Special Programmes	*	Advisory Group on Environmental Emergencies

Discussion

The world is increasingly aware of the devastating social and economic consequences of natural disasters. The United Nations has increasingly turned its attention in recent years to reducing countries' vulnerability to natural disasters through the implementation of effective prevention, mitigation and preparedness activities.

Many United Nations entities are involved in technical cooperation activities in this area – involvements which generally arise as programming manifestations of their basic mandates. It is important to note that this assessment does not deal with issues of emergency response or of post-disaster reconstruction and development. Certain United Nations entities which one normally associates with these latter components of the overall disaster management cycle, such as UNICEF and WFP, do not therefore appear in this table.

At the global level, the UNDP, OCHA and the UN/ISDR all have mandates that overlap in the areas of prevention, mitigation and preparedness. These three entities

have recognized that given the degree of overlap that exists, inefficient duplication may also exist. For this reason, they are currently engaged in a joint self-assessment process to examine how they inter-relate in five fundamental areas: coordination, advocacy, information management, policy development and capacity building. This report has now been completed although final decisions have not been taken. These decisions will guide any actions that may be required to rationalize activities in these important areas.

As this process evolves, it will however be important to recognize that 'disaster prevention and recovery' is one of UNDP's core programme sectors, and that its extensive field network should be a critical criterion in the allocation of work within the United Nations system where roles may not yet be fully agreed.

The activities of the other organizations in this area - such as UNFPA, DESA, UN-HABITAT, UNEP, and some of the regional commissions - are considered to be normal programming manifestations of their basic mandates, and therefore do not appear to raise issues of possible inefficient duplication within the system.

Appendix C

Issue 2 – Trade

Technical Cooperation Activities Related to Trade

UNDP	• **United Nations Development Program**
Role	• **International Trade as Vehicle for Economic Growth and Human Development**
Focus	• human development as the centre of the trade process • alternative policy options to the Washington Consensus
Activity Type	• trust fund manager for the Integrated Framework • diagnosis and capacity development • mainstreaming of trade issues into development plans • trade policy advisory services • engaging donors into the trade process at the field level • trade as a tool for poverty reduction • implementation through UNDP project management system (including financial) • harmonization of donor procedures on funds-in-trust trade projects
TC Funding Source	• UNDP core and supplementary resources
Field Network	• offices in 131 countries • 9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	• IF - Integrated Framework - a broader cooperative group involving ITC, UNCTAD, WTO, UNDP, World Bank, IMF - mainstreaming trade into development plans and poverty reduction strategies
Special Programs	• UNCTAD /UNDP Global Programme for Globalization, Liberalization and Sustainable Human Development (strengthening of national capacities for trade negotiation)
UNIFEM	• **United Nations Development Fund for Women**
Role	• **Economic Security and Rights for Women**
Focus	• gender impact of trade regimes
Activity Type	• networks of women entrepreneurs • training of trainers on gender and economics • supporting women's participation in trade policy debates • training in national and international market mechanisms
TC Funding Source	• core and cost-sharing contributions from bi-lateral donors • United Nations Foundation • other UN agencies, private foundations, and NGOs
Field Network	• Regional Program Directors in 15 countries

Links - UN/External	•	strong linkages with UNDP
	•	Network of African Women Economists
	•	partnerships with other networks focused on women's economic security and rights
	•	partnerships with regional inter-governmental organizations, including IGAD, SADC and others
World Bank	•	**World Bank**
Role	•	**Mainstreaming Trade in National Development Plans to achieve Poverty Reduction**
Focus	•	Integrated Framework / PRSP countries and larger countries whose importance in the global trading system is substantial
	•	strengthening local institutional capacity for the assessment and development of policy initiatives and choices
	•	WTO accession and management
Activity Type	•	training courses
	•	information web-sites, best practices and case studies
	•	technical cooperation support embedded in project/program lending
TC Funding Source	•	loan and grant funds of the World Bank
	•	donor funds in trust
Field Network		offices in 100+ member countries
Links - UN/External	•	IF - Integrated Framework - a broader cooperative group involving ITC, UNCTAD, WTO, UNDP, World Bank, IMF - mainstreaming trade into development plans and poverty reduction strategies
Special Programs	•	World Bank Institute
UNCTAD	•	**United Nations Conference on Trade & Development**
Role	•	**Integration of Developing & Transition Countries into World Economy**
Focus	•	linking technical cooperation to UNCTAD's intergovernmental bodies, research and policy analysis functions
	•	building sustainable capacity that integrates development with trade, finance, services, investment, technology, enterprise development
	•	least developed countries (approx. 40%)
	•	mainly the public sector
	•	globalization and development
	•	investment, technology and enterprise development
	•	international trade in goods, services and commodity issues
	•	infrastructure services for development and trade efficiency
Activity Type	•	policy analysis, human resources and institutional capacity building with the following orientations: - strengthening negotiating capacities - capacity building for trade expansion and trade efficiency - trade efficiency involves support services such as customs, transport, banking, insurance and port management

		- formulation and enforcement of competition laws - transport and trade facilitation
TC Funding Source	•	UNCTAD Trust Funds (approx. 70%)
	•	UNDP
	•	Programme Budget of the UN: regular programme of technical cooperation and development account
Field Network	•	supported by UN Resident Coordinators
	•	a handful of project offices in developing countries
	•	increasing number of local networks with national academic institutions and NGOs
Links - UN/External	•	JITAP - Joint Integrated Technical Assistance Program - includes WTO, UNCTAD, ITC -- JITAP partners coordinate their activities in technical cooperation
	•	IF - Integrated Framework - a broader cooperative group involving ITC, UNCTAD, WTO, UNDP, World Bank, IMF - mainstreaming trade into development plans and poverty reduction strategies
	•	OECD
	•	regional commissions
	•	subregional groupings of developing countries such as ASEAN, ECO, ECOWAS, SADC, COMESA & MERCOSUR
	•	Common Fund for Commodities
	•	UNEP on trade and environment issues
	•	International Chamber of Commerce
	•	World Customs Organization
	•	NGOs and the private sector
Special Programs	•	DMFAS - Debt Management & Financial Analysis System
	•	ASYCUDA - Automated System for Customs Data
	•	ACIS - Advance Cargo Information System
	•	TrainForTrade - structured training programme for trade
	•	TRAINMAR - structured training programme for maritime transport
	•	EMPRETEC - strengthening small and medium sized enterprises
	•	UNEP-UNCTAD Capacity Building Taskforce on Trade, Environment and Development
	•	Commercial Diplomacy Programme - training for trade negotiators - particularly for WTO - from the development perspective
	•	Commodity Diversification Programme
	•	UNCTAD Programme on Capacity Building and Technical Cooperation in Support of the WTO Doha Work Programme
	•	UNCTAD /UNDP Global Programme for Globalization, Liberalization and Sustainable Human Development (strengthening of national capacities for trade negotiation)
	•	Science and Technology Diplomacy initiative
WTO	•	**World Trade Organization** although not part of the UN system, WTO works closely with ITC, UNCTAD & others on technical cooperation issues
Role	•	**Negotiating, Monitoring Trade Rules**
Focus	•	capacity building to comply with WTO commitments (such as patent offices, standard setting bodies, customs administrations
	•	mainly the public sector, but expanding to the academic sector

Activity Type	•	main activity area is courses and seminars in substantive areas listed below - understanding the rules of the multilateral trading system - coping with the rights & obligations of WTO membership - activities arising from Doha round - trade negotiating skills
TC Funding Source	•	Doha Development Agenda Global Trust Fund (voluntary contributions)
Field Network	•	none
Links - UN/External	•	JITAP - Joint Integrated Technical Assistance Program - includes WTO, UNCTAD, ITC -- JITAP partners coordinate their activities in technical cooperation
	•	IF - Integrated Framework - a broader cooperative group involving ITC, UNCTAD, WTO, UNDP, World Bank, IMF - mainstreaming trade into development plans and poverty reduction strategies
	•	JITAP and IF partners, as well as WCO, UNIDO, WIPO, FAO, ISO, UNEP
	•	OECD
	•	regional development banks
Special Programs	•	WTO Institute for Training & Technical Cooperation - both training and relations with other relevant academic institutions
ITC	•	**The International Trade Centre UNCTAD/WTO**
Role	•	**Trade Development & Promotion**
Focus	•	international competitiveness of business community, principally export-oriented SMEs
	•	HQ level - competitiveness tools, methodologies and applied research
	•	Field level - competitiveness and export-oriented services to business community
	•	Geographic - Africa and the least developed countries
Activity Type	•	information, training and advisory services in seven program areas: - strategic and operational market analysis - business advisory services - trade information - export training capacity development - product and market development - trade in services - international procurement and supply management
TC Funding Source	•	Programme Budget of the United Nations and the World Trade Organization (approx. 50%)
	•	trust fund contributions and funds-in-trust (approx. 40%)
	•	UNDP (approx. 10%)
Field Network	•	supported by UN Resident Coordinators
	•	developing 'regional hubs' where partner institutions will deliver ITC technical cooperation

Links - UN/External	• foreign trade and business organizations of both developed & developing countries • partner networks - specialized trade support institutions, training organizations/ universities etc. in both developed and developing countries • other trade related technical cooperation agencies (e.g. JITAP - Joint Integrated Technical Assistance Program - includes WTO, UNCTAD, ITC -- JITAP partners coordinate their activities in technical cooperation) • other development organizations (e.g. IF - Integrated Framework - a broader cooperative group involving ITC, UNCTAD, WTO, UNDP, World Bank, IMF - mainstreaming trade into development plans and poverty reduction strategies) • regional development banks • NGOs specializing in trade • UN regional commissions • OECD/DAC • developed country import promotion offices
Special Programs	• World Tr@de Net - oriented to keeping business sector informed and involved on issues being negotiated • Executive Forum on National Export Strategies - a best practice reference centre & consultative network • Business for Cancun - consultation on business advocacy, with current emphasis on Doha Development Agenda • E-Trade Bridge Program - building e-competency within the business community and national trade support network • Competitiveness Tool Kit: including web based tools for trade flow analysis across products & markets, benchmarking tools, strategy design tools and modular training packs • South-South Trade Promotion Programme: stimulating intra-regional trade, including Buying for Africa - from Africa • Export-led Poverty Reduction Programme: promoting and supporting local level initiatives for eventual replication nationally and internationally
UNIDO	• **United Nations Industrial Development Organization**
Role	• **Building Competitive Industries for World Markets**
Focus	• enabling developing countries to establish the essential quality and conformity assessment infrastructure required to increase exports • assisting selected productive sectors with high export potential to upgrade product and production quality, comply with applicable standards and regulations so that they can export successfully • assisting in cases where export products encounter technical barriers, and provide advice on technical solutions to the problem • strengthening existing regional trade related organizations and arrangements
Activity Type	• building national capacities in standards, quality and quality improvement, accreditation, metrology and certification • strengthening of productive capacities and competitiveness • technical assistance at the sectoral level to export oriented enterprises, particularly focused on upgrading products & productivity, continuous improvement programs, & application of special software tools
TC Funding Source	• UNIDO Trust Fund • funds in trust • UNDP
Field Network	• direct presence in 30 developing or transitional economies

Links - UN/External	•	UNDP, UNEP, WTO, UNCTAD, ITC, FAO, WHO, World Bank • standards: The International Standards Organization (ISO) • accreditation: The International Accreditation Forum (IAF) and the International Laboratory Accreditation Cooperation (ILAC) • metrology: Bureau Internationale du Poids et Mésures (BIPM) & Organization International de Métrologie Légale (OIML)
WIPO	•	**World Intellectual Property Organization**
Role	•	**Protection of Intellectual Property**
Focus	•	assistance in developing a well-functioning intellectual property system to allow countries to participate in and benefit from intellectual property requirements of major trade agreements • major focus on the private sector • least developed and emerging economies
Activity Type	•	assistance in the drafting and revision of national legislation - emphasis on Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) - agreement with WTO to implement TRIPs at national level • comprehensive education and training programs on: management of rights and enforcement, value of intellectual property, creating economic value through effective management of intellectual property • capacity building for national intellectual property infrastructures • assistance in developing computerized systems for intellectual property • activities to assist private sector in the use of intellectual property
TC Funding Source	•	largely from WIPO general resources which come from fees for registration services, and sales of publications • some funds-in-trust (approx. 8%)
Field Network	•	supported by UN Resident Coordinators
Links - UN/External	•	WTO, ITC, UNCTAD • assistance to World Bank in designing intellectual property elements of project design • wide range of government and NGO relationships • range of business association relationships in sectors such as pharmaceuticals, agriculture
Special Programs	•	Global Intellectual Property Network • WIPO - World Wide Academy - professional training program for national patent officers - policy training program for senior government officials - long distance training program in the basics of intellectual property
DESA	•	**United Nations Department of Economic & Social Affairs**
Role	•	**Statistics on International Trade and Trade in Services**
Focus	•	collection and processing of statistical data according to agreed standards
Activity Type	•	ongoing capacity building dialogue with National Statistical Offices

TC Funding Source	*	Programme Budget of the UN: regular programme of technical cooperation and development account
	*	UNDP
Field Network	*	supported by UN Resident Coordinators
OLA	*	**United Nations Office of Legal Affairs / International Trade Law Branch**
Role	*	**Advising Member States on a Range of Legal Issues**
Focus	*	advice, research, analysis, training in connection with: - necessary formalities to become a party to a treaty - preparation of national legislation to ensure compliance with international obligations or implementing UN model laws - drafting of non-legislative texts such as arbitration rules based on UN texts
Activity Type	*	promoting understanding of international commercial law conventions
	*	assistance in commercial law reform and adoption of UNCITRAL texts
	*	assistance to non-governmental trade bodies on use of UNCITRAL non-legislative texts
TC Funding Source	*	regular budget of the United Nations
	*	Trust Fund for UNCITRAL Symposia
Field Network	*	UN Resident Coordinators
Links - UN/External	*	United Nations Commission for International Trade Law (UNCITRAL)
ECE	*	**UN Economic Commission for Europe**
Role	*	**Enhanced Economic Cooperation among Member States**
Focus	*	multi-country or trans-boundary issues
	*	entrepreneurship (women's & youth), linkage to trans-national corporations, and small and medium sized enterprises
	*	investment promotion including public/private partnerships
	*	trade facilitation & reducing trade barriers
	*	geographic focus - landlocked countries (Central Asia countries & Armenia) - conflict affected (South-Eastern European and South Caucasian countries)
Activity Type	*	capacity building (training, workshops, seminars)
	*	assistance in attracting partners/investors for projects
	*	project elaboration
	*	fundraising
	*	institutional and policy development
	*	assistance in setting & meeting standards for commodities such as food, fruit, timber
TC Funding Source	*	Programme Budget of the UN: regular programme of technical cooperation and development account
	*	UNECE local and/or general trust funds
	*	resources of hosting organizations
	*	other project ad hoc financing mechanisms

Field Network	•	supported by UN Resident Coordinators
Links - UN/External	•	UNDP, UNIDO, WTO, UNCTAD, ITU, UNDESA, WIPO, ECA, ESCWA
	•	European Union
	•	International Chamber of Commerce (ICC)
	•	a wide variety of sub-regional country-grouping and cooperative initiatives
Special Programs	•	Linkages with the UNEP-UNCTAD Capacity Building Taskforce on Trade, Environment and Development
	•	Multiplier Point Program
	•	Special Programme for Economies of Central Asia (SPECA) - with ESCAP
ECA	•	**UN Economic Commission for Africa**
Role	•	**Sustainable Socio-economic Development of Member States**
Focus	•	promoting trade and building capacities of member States on trade issues and negotiations with the WTO
Activity Type	•	technical advice on the formulation of trade policies and strategies
	•	technical advice on trade facilitation and support services
	•	monitoring of regional trade agreements to ensure coherence with global negotiations
	•	identification of infrastructure, market intelligence and other impediments to trade
	•	supporting networks of individuals & institutions to allow for maximum pooling of resources
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	funds in trust
Field Network	•	5 Sub-regional Development Centres
	•	support from UN Resident Coordinators
Special Programs	•	The African Development Forum (ADF)
ESCAP	•	**UN Economic and Social Commission for Asia and the Pacific**
Role	•	**Assisting developing countries to more effectively manage globalization**
Focus	•	enhancing capacities for WTO negotiations
	•	facilitating accession to WTO
	•	promoting intra-regional trade through Regional Trade Agreements
	•	trade facilitation and support services to increase export competitiveness
	•	export-oriented enterprise development with special focus on SMEs
	•	investment promotion and facilitation
	•	inter-regional and intra-regional land transport
	•	information, communications and space technology
Activity Type	•	training on WTO rules and agreements
	•	regional policy dialogues on WTO negotiations and accession to WTO
	•	private-public sector consultations on WTO-induced reforms/investment policies/enterprise development
	•	initiating, facilitating and backstopping regional cooperation mechanisms and networks
	•	removing barriers to the international movement of goods, people and vehicles

	• capacity building in planning and management of transport infrastructure • assistance in developing multi-modal transport and logistics services
TC Funding Source	• Programme Budget of the UN: regular programme of technical cooperation and development account • funds in trust • UNDP
Field Network	• **Network of developing countries in process of accession** • Trade and Investment Information Service Network (TISNET) • **Support from UN Resident Coordinators**
Links - UN/External	• UNCTAD, WTO, ITC, FAO, UNIDO • other regional commissions • ASEAN, APEC • Asian Development Bank • Forum for the Comprehensive Development of Indo-China (FCDI)
Special Programs	• Bangkok Agreement • UNESCAP/WTO Joint Programme of Training • Asian Land Transport Development (ALTID) • Technical Consultancy Development Programme for Asia and the Pacific (TCDPAP) • Special Programme for Economies of Central Asia (SPECA) - with ECE • Hi-Fi Plan for Private Sector Development in the Greater Mekong Subregion (Hi-Fi Plan) • Bangladesh-India-Myanmar-Sri Lanka-Thailand Economic Cooperation (BIMST-EC) • Asia-Pacific Centre for Agricultural Engineering & Machinery (APCAEM) • Maritime Information Network (MARINET)
ECLAC	• **UN Economic Commission for Latin America and the Caribbean**
Role	• **Economic & Social Development of the Region**
Focus	• technical cooperation with regional integration efforts at the hemispheric and sub-regional levels. • impact of regional integration on the smaller economies. • impact of international finance on trade. • shipping and port policies to promote trade. • regional infra-structure integration for trade facilitation. • regional trade initiatives linked to the development of landlocked and transit countries.
Activity Type	• advisory services by specialized professional staff • capacity building (training, workshops, seminars) • technical material prepared at the request of Chairs of intergovernmental negotiating groups.
TC Funding Source	• Programme Budget of the UN: regular programme of technical cooperation and development account • funds from regional development banks
Field Network	• 2 sub-Regional Headquarters & 4 country offices • support from UN Resident Coordinators

Links - UN/External	•	UNCTAD, WTO.
	•	Other regional commissions.
	•	IADB, OAS, Free Trade Area of the Americas, Central America Integration System, CARICOM, Western Hemisphere Initiative on Transport
ESCWA	•	**UN Economic and Social Commission for West Asia**
Role	•	**Development through Regional & Subregional Cooperation & Integration**
Focus	•	direct assistance to member states in WTO negotiations including Doha program - preparation of country memoranda, training of negotiating teams, providing information on issues in Arabic, regional trade data base
	•	assistance in building legal, human and institutional capacities
	•	transport infrastructure & services to support trade
Activity Type	•	training modules, materials, and workshops
	•	promoting regional consultations & research to support common policies & positions
	•	case studies on interests of regional interest
	•	project design support for regional transport systems
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	Arab Fund for Economic & Social Development, Islamic Development Bank
	•	project funding from bilateral donors
Field Network	•	none
Links - UN/External	•	UNCTAD, WTO, ITC, ECE and other UN funds, programmes and specialized agencies
	•	League of Arab States and affiliated organizations
	•	the Gulf Organization for Industrial Consulting (GOIC)
Special Programs	•	Integrated Transport System in the Arab Mashreq (ITSAM)

Discussion

With the greatly increased focus of aid policy on poverty reduction, aid strategies are increasingly directed towards achieving sustainable growth and development. A direct result is the increased emphasis being placed by almost all countries on enhancing their trade performance. The Monterrey Consensus underlined the importance of adequate funding for trade-related development activities. The Doha Ministerial Declaration places technical cooperation and capacity building at the core of the development dimension of the multilateral trading system.

The rationale for increasing assistance in the trade area is evident – developing countries will not be able to benefit from the increased opportunities of a more open world trading system if they do not understand how to participate in that system, or if they lack the resources to upgrade productive capabilities, strengthen the competitiveness of their products and generally enhance within their own countries a productive private-public sector dialogue. In this general environment, it is not therefore surprising to find so many UN entities involved in supporting, in many different forms, trade related activities.

Despite the number of players who overlap on the issue, little if any outright duplication was identified. Again, this falls back essentially on the fundamentally differing starting points of the different entities that are outlined in the main body of the report. In some ways, the trade activities within the UN system represent a successful model for achieving coherence based on mandate and competence specialization, despite the number of players involved.

Of particular note is the very positive working relationship that has evolved in Geneva between UNCTAD, the WTO and their joint programme, the International Trade Centre (ITC). WTO by its nature must be neutral, assisting all members equally in understanding, meeting the requirements of, and benefiting from the opportunities of membership. UNCTAD on the other hand, need not be neutral in assisting developing countries to extract maximum benefit from membership in WTO and through other trading relationships. To the extent that UNCTAD and WTO engage heavily with governments, the ITC focuses almost totally on assistance to the private sector with a heavy emphasis on the least developed countries. This close cooperation between these three bodies has manifested itself in the Joint Integrated Technical Assistance Programme (JITAP), which is focused on selected African countries.

Beyond JITAP, the three Geneva-based trade organizations have also built linkages with the World Bank, the UNDP and the IMF in mainstreaming trade into development plans and poverty reduction strategies through the Integrated Framework process. This more complex activity has had its growing pains, but its longer term success is crucial to ensuring that the critical benefits of trade are not neglected in strategic planning documents. The formalized cooperation between the UN and the Bretton Woods institutions in this area also reflects the type of cooperation that can add impact and improve the efficiency of both institutional families.

The regional commissions are also active in the trade area. Regional concerns, not the least of which are common interests and (sometimes) common and unique language requirements, underscore the relevance of regional commission activities. They represent important additionality to the global process through their regional perspective and process.

The involvement of programmes such as UNIFEM, UNIDO (not a formal part of this review), DESA and the Office of Legal Affairs (OLA) can also be seen as logical components of their broader responsibilities. It should be noted that DESA's activities in this area are primarily in the field of statistics. DESA's statistical functions are recognized and appreciated throughout the system.

No obvious areas of duplication were identified on trade issues within the United Nations entities.

Appendix D

Issue 3 - Energy

Technical Cooperation Activities Related to Energy

UNDP	•	**United Nations Development Programme**
Role	•	**Strengthening Capacities to Achieve Sustainable Development** - Upstream - creating an enabling environment and policies needed to support energy options for sustainable development - Downstream - integrated energy activities addressing social, economic, and environmental objectives to address poverty and promote sustainable development
Focus	•	seeking out and sharing best practices
	•	providing innovative policy advice
	•	linking partners through pilot projects
TC Activity Type	•	strengthening national policy frameworks to support energy for poverty reduction and sustainable development
	•	promoting rural energy services to support growth and equity
	•	promoting clean energy technologies for sustainable development
	•	increasing access to investment financing for sustainable energy
	•	analytic and training materials on sustainable energy technologies & policies
TC Funding Source	•	UNDP core and supplementary resources
	•	thematic trust fund - Energy for Sustainable Development
	•	Global Environment Facility
	•	funds in trust
Field Network	•	offices in 131 countries
	•	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	•	UNEP, UNDESA, UNIDO, FAO, UNIFEM, UNCTAD, World Bank, Regional Development Banks
	•	World Energy Council
	•	International Energy Initiative
	•	E-7 Network of Utilities
	•	World Business Council for Sustainable Development
	•	World LPG Gas Association (for LPG Challenge)
Special Programs	•	Implementing Agency for the Global Environment Facility
	•	UNDP/World Bank Energy Sector Management Assistance Programme (ESMAP)
	•	Global Village Energy Partnership (GVEP)
	•	Liquefied Petroleum Gas Rural Energy Challenge (LPG Challenge)
UNIFEM	•	**United Nations Development Fund for Women**
Role	•	**Economic Security and Rights for Women**
Focus	•	gender impact of energy supply systems

TC Activity Type	• renewable energy systems that ease women's workload
TC Funding Source	• UNIFEM's Trust Fund in Support of Actions to Eliminate Violence against Women • United Nations Foundation • other UN agencies, private foundations, and NGOs
Field Network	• support from UN Resident Coordinators • field regional program directors in 14 countries • gender program advisors in 11 countries
Links - UN/External	• UNDP, UNICEF, UNFPA, UNAIDS, UNDPKO • Inter-Agency Task Team on Gender and HIV/AIDS • the CEDAW Committee (23 elected independent experts in the field of women's rights) • National Committees for UNIFEM in 19 countries
World Bank	• **The World Bank**
Role	• **Combining Financing with Capacity Building, Advice & Knowledge Transfer - (also free-standing technical assistance)**
Focus	• market-oriented energy sector reform and restructuring • access to efficient and affordable energy • environmentally sustainable energy production, transportation, distribution & use
Activity Type	• assisting with energy sector policy and restructuring • promoting energy access in rural & urban areas, and for the underserved • analyzing local, regional and global energy-environment linkages • mainstreaming renewable energy technologies • encouraging more efficient energy practices • facilitating international energy trade • technical cooperation support as sole purpose or embedded in multi-purpose project/program lending and grants
TC Funding Source	• donor funds in trust • World Bank loans and grants
Field Network	• offices in 100+ member countries
Links - UN/External	• wide range of links including UNDP & GEF
Special Programs	• UNDP/World Bank Energy Sector Management Assistance Programme (ESMAP) • Asia Alternative Energy Program (ASTAE)
UNEP	• **United Nations Environment Programme**
Role	• **The Environmental Dimension in Energy Sector Decisions**
Focus	• supporting the development, use and transfer of clean, efficient & renewable energy technology • guidance and advice on policy, regulatory and financing issues • encouraging investments in sustainable energy through banks & other financial institutions

TC Activity Type	• assistance in analyzing and evaluating the environmental dimensions of energy policies, climate change mitigation options, energy sector reform, industrial energy efficiency and transport • assistance to financial institutions in better understanding the investment opportunities in renewable energy and energy efficiency • assistance in bringing early-stage financing to innovative new clean energy companies • solar and wind resource assessments
TC Funding Source	• Global Environment Facility • United Nations Foundation • Programme Budget of the UN: regular programme of technical cooperation and development account
Field Network	• UN Resident Coordinators
Links - UN/External	• UNDP, UNDESA, UNIDO, FAO, UNIFEM, UNCTAD, World Bank, Regional Development Banks • UNEP Collaborating Centre on Energy and Environment - expert group of scientists, engineers and economists • range of NGOs and industrial associations
Special Programs	• UNEP Network on Energy for Sustainable Development
DESA	• **United Nations Department of Economic & Social Affairs**
Role	• **Energy and Natural Resources for Sustainable Development**
Focus	• energy policies and strategies for sustainable development • energy efficiency measures including standards and labeling • rural energy and application of new and renewable energy sources • promotion of cleaner fossil fuel technologies and systems • energy related transport polices • energy information systems
TC Activity Type	• technical assistance, training, seminars, workshops, study tours on: energy exploration, renewable sources, environment-energy-transport interface, rationalizing energy end use, demand side management, energy development, uses of hydro resources and environmental protection in energy production & use • pilot projects and advisory services on new and renewable sources of energy in rural areas • sectoral policy reforms • regional and inter-regional cooperation on energy development
TC Funding Source	• Programme Budget of the UN: regular programme of technical cooperation and development account • UNDP core and supplementary resources • thematic trust fund - Energy for Sustainable Development • UNFIP • donor funds in trust
Field Network	• UN Resident Coordinators
Links - UN/External	• UNDP, UNEP, UNIDO, FAO, UNIFEM, UNCTAD, World Bank, Regional Development Banks • World Energy Assessment - independent analysis of the world energy situation by experts from academia, the research community, governments, industry and NGOs • partnering with the private sector in market-based approaches to energy

Special Programs	•	Clean Fuels & Vehicles Partnership
	•	Collaborative Labeling & Appliance Standards Partnership
	•	Electricity for All Partnership
	•	Global Village Energy Partnerships
ECE	•	**UN Economic Commission for Europe**
Role		**Improve the Management of the Energy Economy**
Focus	•	energy efficiency projects
	•	geographic focus - landlocked countries (Central Asia countries & Armenia) - conflict affected (South-Eastern European and South Caucasian countries)
Activity Type	•	capacity building (training, workshops, seminars)
	•	assistance in attracting partners/investors for projects
	•	project elaboration
	•	institutional and policy development
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	UNECE local and/or general trust funds
	•	resources of hosting organizations
	•	other project ad hoc financing mechanisms
Field Network	•	UN Resident Coordinators
Links - UN/External	•	UNDP, UNIFEM, UNDESA, UNEP
	•	a wide variety of sub-regional country-grouping and cooperative initiatives
Special Programs	•	Energy Efficiency 21 Project
ECLAC	•	**UN Economic Commission for Latin America and the Caribbean**
Role	•	**Economic & Social Development of the Region**
Focus	•	policies for the regulation of public services related to energy
	•	policies and modernization of the legal structure relating to the sustainable development of energy
	•	energy integration
Activity Type	•	advisory services by specialized professional staff
	•	capacity building and training (workshops and seminars)
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	multilateral and bilateral contributions
Field Network	•	2 sub-Regional Headquarters & 4 country offices
	•	support from UN Resident Coordinators
Links - UN/External	•	OLADE

ESCWA	•	**UN Economic and Social Commission for West Asia**
Role	•	**Development through Regional & Subregional Cooperation & Integration**
Focus	•	renewable energy services for rural villages
	•	post conflict reconstruction in energy and other areas
Activity Type	•	training modules, materials, and workshops
	•	advisory services
	•	other field projects
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	Arab Fund for Economic & Social Development, Islamic Development Bank
	•	project funding from bilateral donors
Field Network	•	none
Links - UN/External	•	other UN funds, programmes and specialized agencies
	•	League of Arab States and affiliated organizations
	•	the Gulf Organization for Industrial Consulting (GOIC)
	•	Federal Institute for Geosciences and Natural Resources of Germany (BGR)
	•	German Institute of Technical Cooperation (GTZ)
	•	Institute for Infrastructural, Hydraulic and Environmental Engineering of the Netherlands (IHE)
ESCAP	•	***Economic and Social Commission for Asia and the Pacific***
Role	•	***Development through Regional & Subregional Cooperation & Integration***
Focus	•	Increased access to reliable and affordable energy services and promotion of increased use of renewable energy to strengthen national capacities: - on strategic planning and management of energy resources to incorporate economic, social and environmental dimensions. - on renewable energy training (Asia) - to integrate energy planning in rural development (Pacific) - in the delivery of basic services, including energy, to the poor through public-private partnership.
	•	Promotion of energy efficiency and sustainable consumption - strengthen institutional capacity to raise awareness on energy efficiency and technical and human resources capacity to assess and realize energy savings potential.
	•	Clean energy technologies and climate change - increase awareness and strengthen capacity of energy sector officials to maximize the benefits from climate change initiatives
	•	Transfer of technologies and mobilization of financial resources - increase awareness on renewable energy technologies as well as increasing capacity on investment in renewable energy technologies
	•	Cross-border energy trade and cooperation - to promote and facilitate North-East Asia energy cooperation (exchange and trade)

Activity Type	•	Capacity building among institutions and developing human resources (workshops, training)
	•	Sub-regional forums for discussion, norm setting and negotiation
	•	Facilitating exchange of experiences and good practices (information exchange, seminars, networks)
	•	Advisory services
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	Bilateral donors to ESCAP (China, Japan, the Netherlands, Republic of Korea)
	•	Funds in trust
	•	UNDP
Field Network	•	None
Links to other entities		UNDP, UNEP, UNESCO, ADB, ASEAN, Forum Secretariat, Pacific Power Association (PPA), South Asian Association for Regional Cooperation (SAARC), South Pacific Applied Geoscience Commission (SOPAC), Pacific Community (SPC,)
Special Programs	•	Projects contributing to the implementation of Johannesburg Plan of Implementation (JPOI) and mandates of other regional forums on energy for sustainable development
	•	Special Programme for Economies of Central Asia (SPECA) - with ECE

Discussion

"Energy services are essential for development. Although energy itself is not a basic human need, it is critical for the fulfilment of all needs. Nearly one-third of the world has no access to electricity, and another third has only poor access. Reliance on traditional fuels for cooking and heating can have serious impacts on the environment and on people's health. Wide disparities continue to exist in the levels of energy consumption within and between countries. Major changes in existing energy services delivery systems are required so that energy can become an instrument for sustainable development. Shifting the existing supply model to a focus on energy services will require fundamental readjustments of public policies to promote and adopt sustainable energy".[4]

The examination of energy in this report raises an important question on the future organization of United Nations technical cooperation for energy and perhaps for other substantive issues. This is the future relationship that should exist between UNDP and DESA in areas of UNDP practice, where DESA has a record of providing most substantive and project execution capacity.

The above energy table indicates a high level of overlap between the technical activities of UNDP and DESA. There is one simple possible explanation for this – that UNDP uses DESA extensively for the implementation of UNDP funded activities and therefore the same activities show under both organizations. The issue however is more complex. First, UNDP is turning increasingly to alternative sources than DESA, including its own Sub-regional Resource Facilities and partners external to the United Nations system. Second, DESA is frequently involved at the request of the UNDP and programme countries. At other times, programme countries request DESA to undertake energy related activities from funding sources other than the

[4] A Framework for Action on energy, The WEHAB Working Group, August 2002

UNDP. Some of these activities are mandated by the General Assembly and are funded through the regular budget. The relevant UN entities will review the division of labour between them with a few to ensuring a coherent and systematic response to requests from programming countries.

As with the other issues addressed in the appendices to this point, the activities of UNIFEM, UNEP, and the regional commissions can be seen as logical components of their broader responsibilities. They are not seen to pose significant issues.

Appendix E

Issue 4 - Peace-building

Presented in this Appendix E are a series of tables for issues that are considered to relate primarily to Peace-building. In the next Appendix F, a series of issues will be presented that relate to Rule of Law, but some of those issues are also important to Peace-building.

Technical Cooperation Activities Related to Prevention & Coexistence

UNDP	•	**United Nations Development Programme**
Role	•	**Crisis Prevention & Recovery**
Focus	•	addressing development dimensions of conflict prevention and peace-building
	•	assisting national stakeholders in building their capacity for crisis prevention
	•	bridging the gap between relief and development through support to early recovery mechanisms
	•	geographic - low income countries, LDCs, Africa
TC Activity Type	•	conflict prevention & recovery - interdisciplinary assessment/strategy missions at the country level - integrating conflict prevention into UN programming - support to the reorientation of country programs - supporting the development of multi-stakeholder consensus in crisis situations
	•	UNDP Crisis Prevention and Recovery Knowledge Network - support multi-stake holder consensus on questions of democratic governance
TC Funding Source	•	Thematic Trust Fund for Crisis Prevention & Recovery - sub-account - Afghan Interim Authority Fund (AIAF) - sub-account - Small Arms Reduction & Demobilization
	•	donor funds in trust
	•	UNDP core budget (up to 5% of core resources for all Crisis Prevention & Recovery activities)
Field Network	•	offices in 131 countries
	•	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
	•	UNHCR, UNICEF, WFP, DPKO, DPA, OLA, *WHO*
	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
UNICEF	•	**United Nations Children's Fund**
Role	•	**For Every Child - Health, Education, Equality, Protection**
Focus	•	protection of children from violence, exploitation, abuse and discrimination

Activity Type	• advocacy & assistance in taking child protection fully into account in peacemaking, peacekeeping & peace-building activities • promotion of ceasefires and corridors of peace to allow delivery of essential services to children
TC Funding Source	• regular and supplementary resources of UNICEF
Field Network	• 200+ field offices • 8 regional offices
Links - UN/External	• Spcl Representative for Children & Armed Conflict, DPKO, DPA, WHO & other UN organizations • UNICEF National Committees in 37 countries • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
UNIFEM	• **United Nations Development Fund for Women**
Role	• **Making Women Central in Peace Building**
Focus	• understanding the impact of armed conflict on women • improving protection & assistance for women • making women and gender perspectives central to peace processes • fostering gender justice in post-conflict peace building
Activity Type	• facilitating dialogue across regions • supporting dialogue between parties in or at risk of conflict • assistance in building a popular culture of peace through public campaigns • assistance in developing educational programmes in conflict resolution & political skills • promoting women's active involvement in the disarmament process of the population • supporting women's participation in voluntary weapons collection and destruction programmes • support and assistance to women's groups to participate in governing structures • assistance in gender-based research on locally relevant key issues
TC Funding Source	• Core and cost-sharing support from bi-lateral donors • UNIFEM's Trust Fund to End Violence against Women • Private foundations, including UN Foundation • other UN agencies, private foundations, and NGOs
Field Network	• Regional Programme Directors in 15 countries • regional thematic advisors on peace and security (3) and HIV/AIDS (1) • gender advisor to the Resident Coordinator system in one country
Links - UN/External	• Close working relationship with other UN agencies, including UNDP, UNHCR, UNFPA, and DPKO • Friends of 1325, NGO Working Group on Women and Conflict, and Interagency Network on Women, Peace and Security • Key partnerships with women's networks and gender advocates at national, regional and international levels worldwide • Federation of African Women's Peace Networks (FERFAP) • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)

UNV	•	**United Nations Volunteers**
Role	•	**Mobilizing Qualified Volunteers and Promoting Volunteerism**
Focus	•	volunteer assistance in building climate for peace
Activity Type	•	volunteer assistance in civil administration, electoral affairs and human rights
	•	mobilizing women as critical factors in peace building
TC Funding Source	•	UNV Special Voluntary Fund
	•	UNDP and other UN agencies
	•	bilateral donor grants, host country contributions
Field Network	•	Works through UNDP field offices which are present in 131 countries
Links - UN/External	•	UNDP and DPKO
World Bank	•	**World Bank**
Role	•	**Conflict Prevention & Reconstruction as Critical to Poverty Reduction**
Focus	•	conflict prevention
TC Activity Type	•	technical cooperation support as sole purpose or embedded in multi-purpose project/program lending and grants
	•	training
	•	information web-sites, best practices and case studies
	•	Transitional Support Strategies (TSS)
TC Funding Source	•	loan and grant funds of the World Bank
	•	donor funds in trust
	•	The Post Conflict Fund (grants)
Field Network	•	offices in 100+ member countries
Links - UN/External	•	extensive linkages with the entities of the UN system, the regional banks, the regional commissions and other regional bodies, governments & other intergovernmental organizations, and NGOs
	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
Special Programs	•	training module: The Transition from War to Peace (with World Bank Institute & Interworks)
	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
UNHCR	•	**United Nations High Commissioner for Refugees**
Role	•	**Protecting Refugees**
Focus	•	involving refugee women in peace processes

Activity Type	• empowering refugee and returnee women to participate in conflict resolution and peace building initiatives - training in negotiation and conflict resolution skills • dissemination of good practices • assistance in developing peace education programmes to develop skills and attitudes conducive to peaceful and constructive behavior
TC Funding Source	• regular and supplementary resource contributions to UNHCR • regular budget of the United Nations • a variety of intergovernmental, private foundation, NGO and other private donors
Field Network	• one or more offices in approximately 120 countries
Links - UN/External	• UNICEF, WFP, WHO, ILO, UNDP, OCHA, OHCHR, DESA, DPKO, World Bank • Red Cross & Red Crescent Movement • IOM and 500+ NGOs • International Institute of Humanitarian Law • Women's Commission for Refugee Women and Children • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
Special Programs	• UNHCR Peace Education Programme
OHCHR	• **Office of the High Commissioner for Human Rights**
Role	• **Promotion and Protection of Human Rights and Fundamental Freedoms**
Focus	• the human rights dimensions of peace-making, peacekeeping and peace-building activities
Activity Type	• assistance to civil society actors in effectively monitoring and advocating on human rights issues • training of staff members and sensitizing mandate-holders of the human rights mechanisms • global project to strengthen human rights education programmes • support in prison and detention centre monitoring • support in developing & monitoring an independent judiciary • support in land law implementation and natural resource dispute resolution
TC Funding Source	• Programme Budget of the UN: regular programme of technical cooperation and Development Account • voluntary donations from governments, NGOs, foundations & other private donors • Voluntary Fund for Technical Cooperation in the Field of Human Rights
Field Network	• UN Resident Coordinators • regional representatives in six countries • monitoring offices in six countries
Links - UN/External	• DPKO, DPA, UNOPS and other UN entities • Human Rights Committee; Committee on Economic, Social and Cultural Rights; Committee on the Elimination of Racial Discrimination; Committee against Torture; Committee on the Rights of the Child • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)

Special Programs	•	UNDP/OHCHR Joint Programme for Human Rights Strengthening (HURIST)
DESA	•	**United Nations Department of Economic & Social Affairs** **Division for the Advancement of Women**
Role	•	**Enhancing Women's Role in Peace-building**
Focus	•	capacity and network building for women in Africa on peace-building
TC Activity Type	•	capacity building exercises, training to support women's participation in peace processes
	•	support to network building for women's groups working for peace and reconciliation
	•	organizing women voters for elections
	•	capacity building for conflict prevention and conflict management - organizing peace education and community-based reconciliation and social reconstruction activities - education and workshops to change attitudes about violence towards women
	•	post conflict social reconciliation - overcoming discrimination in the rehabilitation of social services including primary education and primary health care - changing values to recognize women as valuable resources and capacities, but with their own agendas
TC Funding Source	•	Programme Budget of the United Nations - Development Account and Section 21
	•	UNDP
	•	donor funds in trust
	•	Trust Funds
Field Network	•	supported by UN Resident Coordinators & Regional Commissions
Links - UN/External	•	UNDP, UNIFEM, Regional Commissions, DPKO, DPA, DDA
	•	Inter-Agency Task Force on Women, Peace and Security
	•	African Committee on Women, Peace and Development
	•	Femmes African Solidarité
	•	African Centre for Women (ACW)
	•	Centre for Conflict Resolution (CCR)
	•	Mano River Women Peace Network
DPKO	•	**United Nations Department of Peacekeeping Operations**
Role	•	**Peace-building as a Component of Peacekeeping**
Focus	•	maximum policy coherence between peacekeeping operations and the peace-building work of DPA and other departments, agencies, funds and programmes
TC Activity Type	•	reform, rehabilitation training and capacity building for civilian police forces - including accreditation of police units and certification of individual police officers - with linkages also to corrections, criminal law and the judiciary
TC Funding Source	•	regular budget of the United Nations
	•	supplementary voluntary funding from donors

Field Network	• UN Resident Coordinators • 4 Peace-building Support Offices (Liberia, Guinea Bissau, Central African Republic, Tajikistan)
Links - UN/External	• The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
DPA	• **United Nations Department of Political Affairs**
Role	• Focal Point in UN for Post-conflict Peace-building - convener of the Executive Committee on Peace and Security (ECPS) - conflict prevention, peace-making, peace-building
Focus	• consolidating internal and external security • strengthening political institutions and good governance • promoting economic and social development and rehabilitation activities • supporting internal policy dialogue and national reconciliation
TC Activity Type	• commitment, support and guidance to the UN Country Team in developing a country-specific peace-building strategy • advice to governments on measures to prevent and resolve conflicts • advice to governments on post-conflict peace-building activities
TC Funding Source	• regular budget of the United Nations • supplementary voluntary funding from donors
Field Network	• UN Resident Coordinators • 12 field offices - of which 4 Peace-building Support Offices (Liberia, Guinea Bissau, Central African Republic, Tajikistan)
Links - UN/External	• The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention) • members organizations of the other executive committees - ECHA, ECESA, UNDG
ECE	• **UN Economic Commission for Europe**
Role	• **Enhanced Economic Cooperation among Member States**
Focus	• multi-country or trans-boundary issues • economic dimensions of security • geographic focus - landlocked countries (Central Asia countries & Armenia) - conflict affected (South-Eastern European and South Caucasian countries)
Activity Type	• capacity building (training, workshops, seminars) • assistance in statistical approaches for indicators of human security

TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	UNECE local and/or general trust funds
	•	resources of hosting organizations
	•	other project ad hoc financing mechanisms
Field Network	•	supported by UN Resident Coordinators
Links - UN/External	•	OSCE

Technical Cooperation Activities Related to Peace Processes and Reconciliation

UNDP	•	**United Nations Development Programme**
Role	•	**Crisis Prevention & Recovery**
Focus	•	addressing development dimensions of conflict prevention and peace-building
	•	bridging the gap between relief and development through support to early recovery mechanisms
	•	geographic - low income countries, LDCs, Africa
TC Activity Type	•	conflict prevention & recovery - interdisciplinary assessment/strategy missions at the country level - integrating conflict prevention into UN programming - support to the reorientation of country programs
	•	recovery - assistance in strategic frameworks and recovery programs that link relief to development - assistance in strengthening national capacities: surge capacity, policy capacity
	•	UNDP Crisis Prevention and Recovery Knowledge Network
TC Funding Source	•	Thematic Trust Fund for Crisis Prevention & Recovery - sub-account - Afghan Interim Authority Fund (AIAF) - sub-account - Small Arms Reduction & Demobilization
	•	donor funds in trust
	•	UNDP core budget (up to 5% of core resources for all Crisis Prevention & Recovery activities)
Field Network	•	offices in 131 countries
	•	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
	•	UNHCR, UNICEF, WFP
	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
UNICEF	•	**United Nations Children's Fund**
Role	•	**For Every Child - Health, Education, Equality, Protection**
Focus	•	protection of children from violence, exploitation, abuse and discrimination

Activity Type	• advocacy & assistance in taking child protection fully into account peacemaking, peacekeeping & peace-building activities • promotion of ceasefires and corridors of peace to allow delivery of essential services to children • support for the post-conflict resumption of essential social services (including primary schools)
TC Funding Source	• regular and supplementary resources of UNICEF
Field Network	• 200+ field offices • 8 regional offices
Links - UN/External	• Spcl Representative for Children & Armed Conflict, DPKO, DPA, WHO & other UN organizations • UNICEF National Committees in 37 countries • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
UNIFEM	• **United Nations Development Fund for Women**
Role	• **Making Women Central in Peace Building**
Focus	• making women and gender perspectives central to peace processes • fostering gender justice in post-conflict peace building
Activity Type	• technical support and training, particularly in follow-up to Security Council Resolution 1325 • bringing women to the peace table and advocating for their representation in peace negotiations • direct support to peace negotiations on the gender dimensions of conflict and reconstruction issues, including land rights, governance, resettlement and reintegration of refugees, judicial and electoral systems and constitution and land reform • convening and support for national women's peace conferences and seminars • facilitating dialogue across regions • development and training in gender framework for constitutional, legislative, disarmament, judicial and electoral processes and reform in societies emerging from conflict - direct support to women's groups engaged in ensuring new or revised constitutions are gender-sensitive • assistance in gender-based research on locally relevant key issues
TC Funding Source	• Core and cost-sharing support from bi-lateral donors • UNIFEM's Trust Fund to End Violence against Women • Private foundations, including UN Foundation • other UN agencies, private foundations, and NGOs
Field Network	• Regional Programme Directors in 15 countries • regional thematic advisors on peace and security (3) and HIV/AIDS (1) • gender advisor to the Resident Coordinator system in one country
Links - UN/External	• Close working relationship with other UN agencies, including UNDP, UNHCR, UNFPA, and DPKO • Friends of 1325, NGO Working Group on Women and Conflict, and Interagency Network on Women, Peace and Security • Key partnerships with women's networks and gender advocates at national, regional and international levels worldwide

	• Federation of African Women's Peace Networks (FERFAP) • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
UNV	• **United Nations Volunteers**
Role	• **Mobilizing Qualified Volunteers and Promoting Volunteerism**
Focus	• volunteer assistance in building climate for peace
Activity Type	• volunteer assistance in civil administration, electoral affairs and human rights • mobilizing women as critical factors in peace building
TC Funding Source	• UNV Special Voluntary Fund • UNDP and other UN agencies • bilateral donor grants, host country contributions
Field Network	• Works through UNDP field offices which are present in 131 countries
Links - UN/External	• UNDP and DPKO
UNHCR	• **United Nations High Commissioner for Refugees**
Role	• **Protecting Refugees**
Focus	• involving refugee women in peace processes
Activity Type	• empowering refugee and returnee women to participate in conflict resolution and peace building initiatives - training in negotiation and conflict resolution skills - supporting participation of refugee women in peace delegations & related conferences • dissemination of good practices • assistance in developing peace education programmes to develop skills and attitudes conducive to peaceful and constructive behavior
TC Funding Source	• regular and supplementary resource contributions to UNHCR • regular budget of the United Nations • a variety of intergovernmental, private foundation, NGO and other private donors
Field Network	• one or more offices in approximately 120 countries
Links - UN/External	• UNICEF, WFP, WHO, ILO, UNDP, OCHA, OHCHR, DESA, DPKO, World Bank • Red Cross & Red Crescent Movement • IOM and 500+ NGOs • International Institute of Humanitarian Law • Women's Commission for Refugee Women and Children • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
Special Programs	• UNHCR Peace Education Programme

OHCHR	•	**Office of the High Commissioner for Human Rights**
Role	•	**Promotion and Protection of Human Rights and Fundamental Freedoms**
Focus	•	the human rights dimensions of peace-making, peacekeeping and peace-building activities
Activity Type	•	assistance to civil society actors in effectively monitoring and advocating on human rights issues • training of staff members and sensitizing mandate-holders of the human rights mechanisms • global project to strengthen human rights education programmes
TC Funding Source	•	regular budget of the United Nations • voluntary donations from governments, NGOs, foundations & other private donors • Voluntary Fund for Technical Cooperation in the Field of Human Rights
Field Network	•	UN Resident Coordinators • regional representatives in six countries • monitoring offices in six countries
Links - UN/External	•	DPKO, DPA, UNOPS and other UN entities • Human Rights Committee; Committee on Economic, Social and Cultural Rights; Committee on the Elimination of Racial Discrimination; Committee against Torture; Committee on the Rights of the Child • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
Special Programs	•	UNDP/OHCHR Joint Programme for Human Rights Strengthening (HURIST)
DESA	•	**United Nations Department of Economic & Social Affairs** **Division for the Advancement of Women**
Role	•	**Enhancing Women's Role in Peace-building**
Focus	•	capacity and network building for women in Africa on peace-building
TC Activity Type	•	capacity building exercises, training to support women's participation in peace processes • support to network building for women's groups working for peace and reconciliation • assistance in organizing peace education activities • capacity building for conflict prevention and conflict management • post conflict social reconciliation - organizing peace education and community-based reconciliation and social reconstruction activities - organizing women voters for elections - overcoming discrimination in the rehabilitation of social services including primary education and primary health care - education and workshops to change attitudes about violence towards women - changing values to recognize women as valuable resources and capacities, but with their own agendas
TC Funding Source	•	Programme Budget of the United Nations - Development Account and Section 21 • UNDP • donor funds in trust • Trust Funds

Field Network	•	supported by UN Resident Coordinators & Regional Commissions
Links - UN/External	•	UNDP, UNIFEM, Regional Commissions, DPKO, DPA, DDA
	•	Inter-Agency Task Force on Women, Peace and Security
	•	African Committee on Women, Peace and Development
	•	Femmes African Solidarité
	•	African Centre for Women (ACW)
	•	Centre for Conflict Resolution (CCR)
	•	Mano River Women Peace Network
DPA	•	**United Nations Department of Political Affairs**
Role	•	Focal Point in UN for Post-conflict Peace-building - convener of the Executive Committee on Peace and Security (ECPS) - conflict prevention, peace-making, peace-building
Focus	•	consolidating internal and external security
	•	strengthening political institutions and good governance
	•	promoting economic and social development and rehabilitation activities
	•	supporting internal policy dialogue and national reconciliation
TC Activity Type	•	commitment, support and guidance to the UN Country Team in developing a country-specific peace-building strategy
TC Funding Source	•	regular budget of the United Nations
	•	supplementary voluntary funding from donors
Field Network	•	UN Resident Coordinators
	•	12 field offices - of which 4 Peace-building Support Offices (Liberia, Guinea Bissau, Central African Republic, Tajikistan)
Links - UN/External	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
	•	members organizations of the other executive committees - ECHA, ECESA, UNDG

Technical Cooperation Activities Related to Disarmament

UNDP	•	**United Nations Development Programme**
Role	•	**Crisis Prevention & Recovery**
Focus	•	flexible, case-specific responses in post-conflict situations
	•	preventive programmes to reduce the level of armed violence in conflict-prone regions
	•	addressing development dimensions of conflict prevention and peace-building
	•	bridging the gap between relief and development through support to early recovery mechanisms
	•	geographic - low income countries, LDCs, Africa

TC Activity Type	• assistance in preparing and planning for disarmament to DPKO • small arms reduction, disarmament and demobilization - seed funding and assistance for preparatory activities and project start-up - technical assessments as prerequisite for development of national strategies - assistance in developing & implementing regional frameworks for small arms management - programmes to reduce demand for weapons and to reduce trafficking - assistance in weapons collection, management and destruction • in situations where no formal peace processes are involved - programmes to help break-up dispersed (but not disbanded or disarmed) groups - linkage of support packages (training, job placement, micro-grants) to voluntary arms surrender • UNDP Crisis Prevention and Recovery Knowledge Network • DDR Resource Centre (disarmament, demobilization, reintegration)
TC Funding Source	• Thematic Trust Fund for Crisis Prevention & Recovery - sub-account - Afghan Interim Authority Fund (AIAF) - sub-account - Small Arms Reduction & Demobilization • donor funds in trust • UNDP core budget (up to 5% of core resources for all Crisis Prevention & Recovery activities)
Field Network	• offices in 131 countries • 9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	• The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention) • UNHCR, UNICEF, UNV, WFP, IOM, ILO, WHO, OCHA, UNIFEM, FAO, OHCHR, DPKO, DDA, INTERPOL • Institute for the Democratic Control of Armed Forces (DCAF) • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
UNIFEM	• **United Nations Development Fund for Women**
Role	• **Making Women Central in Peace Building**
Focus	• understanding the impact of armed conflict on women • improving protection & assistance for women • making women and gender perspectives central to peace processes • fostering gender justice in post-conflict peace building
Activity Type	• development and training in gender framework for constitutional, legislative, disarmament, judicial and electoral processes and reform in societies emerging from conflict - promoting women's active role in the disarmament process of the population - supporting women's participation in voluntary weapons collection and destruction programmes
TC Funding Source	• Core and cost-sharing support from bi-lateral donors • UNIFEM's Trust Fund to End Violence against Women • Private foundations, including UN Foundation • other UN agencies, private foundations, and NGOs

Field Network	•	Regional Programme Directors in 15 countries
	•	regional thematic advisors on peace and security (3) and HIV/AIDS (1)
	•	gender advisor to the Resident Coordinator system in one country
Links - UN/External	•	Close working relationship with other UN agencies, including UNDP, UNHCR, UNFPA, and DPKO
	•	Friends of 1325, NGO Working Group on Women and Conflict, and Interagency Network on Women, Peace and Security
	•	Key partnerships with women's networks and gender advocates at national, regional and international levels worldwide
	•	Federation of African Women's Peace Networks (FERFAP)
	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
DDA	•	**United Nations Department of Disarmament Affairs**
Role	•	Promoting Global Norms of Disarmament
Focus	•	disarmament
	•	preventing proliferation of conventional weapons
TC Activity Type	•	fellowships for young diplomats on disarmament
	•	training in the legal instruments of disarmament
	•	advocacy and promotion of small arms issues, including illicit trade in small weapons
	•	advice on design of weapons collection programmes
TC Funding Source	•	regular budget of the United Nations
	•	supplementary voluntary funding from donors
Field Network	•	UN Resident Coordinators
Links - UN/External	•	DPA, DPKO, DESA, OLA, UNDP
Special Programs	•	Coordinating Action on Small Arms

Technical Cooperation Activities Related to Demobilization

UNDP	•	**United Nations Development Programme**
Role	•	**Crisis Prevention & Recovery**
Focus	•	flexible, case-specific responses in post-conflict situations
	•	preventive programmes to reduce the level of armed violence in conflict-prone regions
	•	addressing development dimensions of conflict prevention and peace-building
	•	bridging the gap between relief and development through support to early recovery mechanisms
	•	geographic – low income countries, LDCs, Africa

TC Activity Type	*	assistance in preparing and planning for demobilization to DPKO
	*	during cantonment phase:
		- assistance in registration
		- socio-economic surveys to determine training and employment needs
		- health and HIV screening
		- civic and human rights education
		- planning for the return of the combatants and their families to their home areas
	*	protecting & rehabilitating women, under-age men, and those voluntarily/involuntarily providing support to armed groups who are not defined as combatants in most peace agreements
	*	UNDP Crisis Prevention and Recovery Knowledge Network
	*	DDR Resource Centre (disarmament, demobilization, reintegration)
TC Funding Source	*	Thematic Trust Fund for Crisis Prevention & Recovery
		- sub-account - Afghan Interim Authority Fund (AIAF)
		- sub-account - Small Arms Reduction & Demobilization
	*	donor funds in trust
	*	UNDP core budget (up to 5% of core resources for all Crisis Prevention & Recovery activities)
Field Network	*	offices in 131 countries
	*	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	*	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
	*	UNHCR, UNICEF, UNV, WFP, IOM, ILO, WHO, OCHA, UNIFEM, FAO, OHCHR, DPKO, DDA, INTERPOL
	*	Institute for the Democratic Control of Armed Forces (DCAF)
	*	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
UNICEF	*	**United Nations Children's Fund**
Role	*	**For Every Child - Health, Education, Equality, Protection**
Focus	*	protection of children from violence, exploitation, abuse and discrimination
Activity Type	*	advocacy & assistance in taking child protection fully into account peacemaking, peacekeeping & peace-building activities
	*	support for interim care, counseling, vocational training and re-integration of former child combatants
		- promotion of immediate demobilization of child soldiers
		- design and implementation of reintegration programmes for children leaving armed forces
		- family reunification
		- prevention of child soldier recruitment
TC Funding Source	*	regular and supplementary resources of UNICEF
Field Network	*	200+ field offices
	*	8 regional offices

Links - UN/External	•	Spcl Representative for Children & Armed Conflict, DPKO, DPA, WHO & other UN organizations • UNICEF National Committees in 37 countries • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
World Bank	•	**World Bank**
Role	•	**Conflict Prevention & Reconstruction as Critical to Poverty Reduction**
Focus	•	demobilization and reintegration of combatants - technical assistance to governments' DDR programmes, focusing on the demobilization, reinsertion and reintegration phases
TC Activity Type	•	technical cooperation support as sole purpose or embedded in multi-purpose project/program lending and grants • training • information web-sites, best practices and case studies • Transitional Support Strategies (TSS)
TC Funding Source	•	loan and grant funds of the World Bank • donor funds in trust • The Post Conflict Fund (grants)
Field Network	•	offices in 100+ member countries
Links - UN/External	•	extensive linkages with the entities of the UN system, the regional banks, the regional commissions and other regional bodies, governments & other intergovernmental organizations, and NGOs • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
Special Programs	•	The Multi-Country Demobilization and Reintegration Program (MDRP) for the Greater Great Lakes Region (with the UN, donors, client countries & other stakeholders) • training module: The Transition from War to Peace (with World Bank Institute & Interworks) • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)

Technical Cooperation Activities Related to the Reintegration of ex-Combatants

UNDP	•	**United Nations Development Programme**
Role	•	**Crisis Prevention & Recovery**
Focus	•	flexible, case-specific responses in post-conflict situations • preventive programmes to reduce the level of armed violence in conflict-prone regions • addressing development dimensions of conflict prevention and peace-building

	•	bridging the gap between relief and development through support to early recovery mechanisms
	•	geographic - low income countries, LDCs, Africa
TC Activity Type	•	assistance to DPKO in preparing and planning for the reintegration phase of the DDR process - including reinsertion benefits such as cash and material support (transport, seeds, tools, food rations, civilian clothing) - including the planning of medium term (3 year) reintegration programmes at place of return
	•	reintegration programmes can include - agricultural support - employment in public works projects - micro-credit programmes - micro-grants for family businesses - skills training and development - business development centres - formal educational upgrading - information and referral services
	•	UNDP Crisis Prevention and Recovery Knowledge Network
	•	DDR Resource Centre (disarmament, demobilization, reintegration)
TC Funding Source	•	Thematic Trust Fund for Crisis Prevention & Recovery - sub-account - Afghan Interim Authority Fund (AIAF) - sub-account - Small Arms Reduction & Demobilization
	•	donor funds in trust
	•	UNDP core budget (up to 5% of core resources for all Crisis Prevention & Recovery activities)
Field Network	•	offices in 131 countries
	•	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
	•	UNHCR, UNICEF, UNV, WFP, IOM, ILO, WHO, OCHA, UNIFEM, FAO, OHCHR, DPKO, DDA, INTERPOL
	•	Institute for the Democratic Control of Armed Forces (DCAF)
UNICEF	•	**United Nations Children's Fund**
Role	•	**For Every Child - Health, Education, Equality, Protection**
Focus	•	protection of children from violence, exploitation, abuse and discrimination
Activity Type	•	advocacy & assistance in taking child protection fully into account peacemaking, peacekeeping & peace-building activities
	•	support for the post-conflict resumption of essential social services (including primary schools)
	•	support for interim care, counseling, vocational training and re-integration of former child combatants
TC Funding Source	•	regular and supplementary resources of UNICEF
Field Network	•	200+ field offices
	•	8 regional offices

Links - UN/External	•	Spcl Representative for Children & Armed Conflict, DPKO, DPA, WHO & other UN organizations
	•	UNICEF National Committees in 37 countries
	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
World Bank	•	**World Bank**
Role	•	**Conflict Prevention & Reconstruction as Critical to Poverty Reduction**
Focus	•	demobilization and reintegration of combatants
TC Activity Type	•	technical cooperation support as sole purpose or embedded in multi-purpose project/program lending and grants
	•	training
	•	information web-sites, best practices and case studies
	•	Transitional Support Strategies (TSS)
TC Funding Source	•	loan and grant funds of the World Bank
	•	donor funds in trust
	•	The Post Conflict Fund (grants)
Field Network	•	offices in 100+ member countries
Links - UN/External	•	extensive linkages with the entities of the UN system, the regional banks, the regional commissions and other regional bodies, governments & other intergovernmental organizations, and NGOs
	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
Special Programs	•	The Multi-Country Demobilization and Reintegration Program (MDRP) for the Greater Great Lakes Region (with the UN, donors, client countries & other stakeholders)
	•	training module: The Transition from War to Peace (with World Bank Institute & Interworks)
	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
DESA	•	**United Nations Department of Economic & Social Affairs** **Division for the Advancement of Women**
Role	•	**Enhancing Women's Role in Peace-building**
Focus	•	capacity and network building for women in Africa on peace-building
TC Activity Type	•	capacity building exercises, training for: - taking women's special needs such as children, sexually transmitted diseases including HIV/AIDS, and difficulties obtaining skills to earn a living into account in post-conflict activities - recognizing women's needs both as ex-combatants or as parties with different experiences including as voluntary or involuntary support workers to the combatants - ensuring access of affected women to benefits packages tailored to their needs - assessing culturally appropriate requirements for psychological rehabilitation - preventing and investigating human rights violations

	• support to network building to provide support to and empower women who play an important role within their families as stabilizing factors in conflict and post-conflict situations: - addressing land tenure and other problems related to earning a living from agriculture - securing capital and training for petty trade and small scale business enterprises - aiding access to formal employment through education and overcoming discrimination • post conflict social reconciliation: - organizing peace education and community-based reconciliation and social reconstruction activities - organizing women voters for elections - overcoming discrimination in the rehabilitation of social services including primary education and primary health care - education and workshops to change attitudes about violence towards women - changing values to recognize women as valuable resources and capacities, but with their own agendas
TC Funding Source	• Programme Budget of the United Nations - Development Account and Section 21 • UNDP • donor funds in trust • Trust Funds
Field Network	• supported by UN Resident Coordinators & Regional Commissions
Links - UN/External	• UNDP, UNIFEM, Regional Commissions, DPKO, DPA, DDA • Inter-Agency Task Force on Women, Peace and Security • African Committee on Women, Peace and Development • Femmes African Solidarite • African Centre for Women (ACW) • Centre for Conflict Resolution (CCR) • Mano River Women Peace Network

Technical Cooperation Activities Related to Gender in Peace-building

UNIFEM	• **United Nations Development Fund for Women**
Role	• **Making Women Central in Peace Building**
Focus	• understanding the impact of armed conflict on women • improving protection & assistance for women • making women and gender perspectives central to peace processes • fostering gender justice in post-conflict peace building
Activity Type	• technical support and training, particularly in follow-up to Security Council Resolution 1325 • bringing women to the peace table and advocating for their representation in peace negotiations • facilitating dialogue across regions • development and training in gender framework for constitutional, legislative, disarmament, judicial and electoral processes and reform in societies emerging from conflict

TC Funding Source	• Core and cost-sharing support from bi-lateral donors • UNIFEM's Trust Fund to End Violence against Women • Private foundations, including UN Foundation • other UN agencies, private foundations, and NGOs
Field Network	• Regional Programme Directors in 15 countries • regional thematic advisors in peace and security (3) and HIV/AIDS (1) • gender advisor to the Resident Coordinator system in one country
Links - UN/External	• Close working relationship with other UN agencies, including UNDP, UNHCR, UNFPA, and DPKO • Friends of 1325, NGO Working Group on Women and Conflict, and Interagency Network on Women, Peace and Security • Key partnerships with women's networks and gender advocates at national, regional and international levels worldwide • Federation of African Women's Peace Networks (FERFAP) • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
UNV	• **United Nations Volunteers**
Role	• **Mobilizing Qualified Volunteers and Promoting Volunteerism**
Focus	• volunteer assistance in building climate for peace
Activity Type	• volunteer assistance in civil administration, electoral affairs and human rights • mobilizing women as critical factors in peace building
TC Funding Source	• UNV Special Voluntary Fund • UNDP and other UN agencies • bilateral donor grants, host country contributions
Field Network	• Works through UNDP field offices which are present in 131 countries
Links - UN/External	• UNDP and DPKO
World Bank	• **World Bank**
Role	• **Conflict Prevention & Reconstruction as Critical to Poverty Reduction**
Focus	• gender and women's issues (particularly post-conflict support to women)
TC Activity Type	• technical cooperation support as sole purpose or embedded in multi-purpose project/program lending and grants • training • information web-sites, best practices and case studies • Transitional Support Strategies (TSS)
TC Funding Source	• loan and grant funds of the World Bank • donor funds in trust • The Post Conflict Fund (grants)

Field Network	*	offices in 100+ member countries
Links - UN/External	*	extensive linkages with the entities of the UN system, the regional banks, the regional commissions and other regional bodies, governments & other intergovernmental organizations, and NGOs
	*	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
Special Programs	*	The Multi-Country Demobilization and Reintegration Program (MDRP) for the Greater Great Lakes Region (with the UN, donors, client countries & other stakeholders)
	*	training module: The Transition from War to Peace (with World Bank Institute & Interworks)
	*	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
UNHCR	*	**United Nations High Commissioner for Refugees**
Role	*	**Protecting Refugees**
Focus	*	involving refugee women in peace processes
Activity Type	*	empowering refugee and returnee women to participate in conflict resolution and peace building initiatives - training in negotiation and conflict resolution skills - supporting participation of refugee women in peace delegations & related conferences
	*	dissemination of good practices
	*	assistance in developing peace education programmes to develop skills and attitudes conducive to peaceful and constructive behavior
TC Funding Source	*	regular and supplementary resource contributions to UNHCR
	*	regular budget of the United Nations
	*	a variety of intergovernmental, private foundation, NGO and other private donors
Field Network	*	one or more offices in approximately 120 countries
Links - UN/External	*	UNICEF, WFP, WHO, ILO, UNDP, OCHA, OHCHR, DESA, DPKO, World Bank
	*	Red Cross & Red Crescent Movement
	*	IOM and 500+ NGOs
	*	International Institute of Humanitarian Law
	*	Women's Commission for Refugee Women and Children
	*	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
Special Programs	*	UNHCR Peace Education Programme
OHCHR	*	**Office of the High Commissioner for Human Rights**
Role	*	**Promotion and Protection of Human Rights and Fundamental Freedoms**
Focus	*	the human rights dimensions of peace-making, peacekeeping and peace-building activities

Activity Type	• human rights training for peacekeepers • support for the human rights components of peace missions • assistance to civil society actors in effectively monitoring and advocating on human rights issues • training of staff members and sensitizing mandate-holders of the human rights mechanisms • global project to strengthen human rights education programmes • support in prison and detention centre monitoring • support in developing & monitoring an independent judiciary • support in land law implementation and natural resource dispute resolution
TC Funding Source	• Programme Budget of the UN: regular programme of technical cooperation and Development Account • voluntary donations from governments, NGOs, foundations & other private donors • Voluntary Fund for Technical Cooperation in the Field of Human Rights
Field Network	• UN Resident Coordinators • regional representatives in six countries • monitoring offices in six countries
Links - UN/External	• DPKO, DPA, UNOPS and other UN entities • Human Rights Committee; Committee on Economic, Social and Cultural Rights; Committee on the Elimination of Racial Discrimination; Committee against Torture; Committee on the Rights of the Child • The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
Special Programs	• UNDP/OHCHR Joint Programme for Human Rights Strengthening (HURIST)
DESA	• **United Nations Department of Economic & Social Affairs** **Division for the Advancement of Women**
Role	• **Enhancing Women's Role in Peace-building**
Focus	• capacity and network building for women in Africa on peace-building
TC Activity Type	• capacity building exercises, training to support women's participation in peace processes • support to network building for women's groups working for peace and reconciliation • organizing women voters for elections • capacity building for conflict prevention and conflict management - organizing peace education and community-based reconciliation and social reconstruction activities - education and workshops to change attitudes about violence towards women • post conflict social reconciliation - overcoming discrimination in the rehabilitation of social services including primary education and primary health care - changing values to recognize women as valuable resources and capacities, but with their own agendas
TC Funding Source	• Programme Budget of the United Nations - Development Account and Section 21 • UNDP • donor funds in trust • Trust Funds
Field Network	• supported by UN Resident Coordinators & Regional Commissions

Links - UN/External	*	UNDP, UNIFEM, Regional Commissions, DPKO, DPA, DDA
	*	Inter-Agency Task Force on Women, Peace and Security
	*	African Committee on Women, Peace and Development
	*	Femmes African Solidarité
	*	African Centre for Women (ACW)
	*	Centre for Conflict Resolution (CCR)
	*	Mano River Women Peace Network

Technical Cooperation Activities Related to Children & Youth in Conflict

UNICEF	*	**United Nations Children's Fund**
Role	*	**For Every Child - Health, Education, Equality, Protection**
Focus	*	protection of children from violence, exploitation, abuse and discrimination
Activity Type	*	advocacy & assistance in taking child protection fully into account in peacemaking, peacekeeping & peace-building activities
	*	promotion of ceasefires and corridors of peace to allow delivery of essential services to children
	*	support for the post-conflict resumption of essential social services (including primary schools)
	*	support for interim care, counseling, vocational training and re-integration of former child combatants
TC Funding Source	*	regular and supplementary resources of UNICEF
Field Network	*	200+ field offices
	*	8 regional offices
Links - UN/External	*	Spcl Representative for Children & Armed Conflict, DPKO, DPA, WHO & other UN organizations
	*	UNICEF National Committees in 37 countries
	*	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
World Bank	*	**World Bank**
Role	*	**Conflict Prevention & Reconstruction as Critical to Poverty Reduction**
Focus	*	conflict prevention
	*	reconstruction
	*	children and youth in combat
	*	demobilization and reintegration of combatants
	*	natural resources and conflict
	*	gender and women's issues (particularly post-conflict support to women)
	*	refugees and internally displaced persons
TC Activity Type	*	technical cooperation support as sole purpose or embedded in multi-purpose project/program lending and grants
	*	training

	* information web-sites, best practices and case studies * Transitional Support Strategies (TSS)
TC Funding Source	* loan and grant funds of the World Bank * donor funds in trust * The Post Conflict Fund (grants)
Field Network	* offices in 100+ member countries
Links - UN/External	* extensive linkages with the entities of the UN system, the regional banks, the regional commissions and other regional bodies, governments & other intergovernmental organizations, and NGOs * The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
Special Programs	* The Multi-Country Demobilization and Reintegration Program (MDRP) for the Greater Great Lakes Region (with the UN, donors, client countries & other stakeholders) * training module: The Transition from War to Peace (with World Bank Institute & Interworks) * The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)

Technical Cooperation Activities Related to Small Arms

UNDP	* **United Nations Development Programme**
Role	* **Crisis Prevention & Recovery**
Focus	* addressing development dimensions of conflict prevention and peace-building * bridging the gap between relief and development through support to early recovery mechanisms * geographic - low income countries, LDCs, Africa
TC Activity Type	* assistance in national planning for demobilization, disarmament, reintegration * small arms reduction, disarmament and demobilization - seed funding and assistance for preparatory activities and project start-up - technical assessments as prerequisite for development of national strategies - assistance in developing & implementing regional frameworks for small arms management - assistance in weapons collection, management and destruction - assistance in disarming, demobilizing and reintegrating ex-combatants * UNDP Crisis Prevention and Recovery Knowledge Network * DDR Resource Centre (disarmament, demobilization, reintegration)
TC Funding Source	* Thematic Trust Fund for Crisis Prevention & Recovery - sub-account - Afghan Interim Authority Fund (AIAF) - sub-account - Small Arms Reduction & Demobilization * donor funds in trust * UNDP core budget (up to 5% of core resources for all Crisis Prevention & Recovery activities)
Field Network	* offices in 131 countries * 9 Sub-Regional Resource Facilities (SURFs)

Links - UN/External	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
	•	UNHCR, UNICEF, WFP
	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
DDA	•	**United Nations Department of Disarmament Affairs**
Role	•	Promoting Global Norms of Disarmament
Focus	•	disarmament
	•	preventing proliferation of conventional weapons
TC Activity Type	•	fellowships for young diplomats on disarmament
	•	training in the legal instruments of disarmament
	•	advocacy and promotion of small arms issues, including illicit trade in small weapons
TC Funding Source	•	regular budget of the United Nations
	•	supplementary voluntary funding from donors
Field Network	•	UN Resident Coordinators
Links - UN/External	•	DPA, DPKO, DESA, OLA, UNDP
Special Programs	•	Coordinating Action on Small Arms

Discussion

There is one common characteristic to all of the activities undertaken under the broader terms of democratic governance, rule-of-law and peace-building - their political and cultural sensitivity. These are therefore areas where the United Nations has a unique comparative advantage to act. Some rationalization of the supply of these services could prove beneficial. This would depend amongst other factors on how wide should be the range of activities that it might eventually prove desirable to group in UNDP under that organization's Democratic Governance practice area. In the area of peace-building, the political sensitivity of the activities combined with their close linkage in many cases to the peacekeeping operational responsibilities of DPKO may impose limits on the extent to which this proves possible or desirable.

In peace-building, a number of United Nations entities are involved in technical cooperation activities, although the number of parties under each sub-heading is not as extensive as for some of the other issues reviewed in this report. Consistent with previous observations, the different entities approach the subject from different perspectives, and in a number of cases the activities undertaken are quite limited.

In the area of peace-building, the line between the operational activities of certain United Nations entities (such as DPKO) and what might be considered technical cooperation is sometimes extremely difficult to determine, and will of course vary depending on the breadth of the definition of technical cooperation that is used. As

this report has used a very broad definition, it may overstate the extent to which overlap exists.

An interesting aspect of the peace-building field structure is the four *Peace-building Support Offices* managed by the Department of Political Affairs (DPA). A recent joint DPA/UNDP review assessed the performance of these offices in the field, with a particular orientation towards their interface with the United Nations Country Teams. That report noted that "*whereas there is almost universal support for the core political functions undertaken by the Representatives of the Secretary-General and peace-building offices, difficulties arise when peace-building offices become involved in operational activities which are traditionally the work of funds, programmes and agencies, particularly in the absence of a peace-building strategy. To the extent possible, peace-building offices should be catalysts and facilitators rather than direct implementers.*" The report goes on to specify the manner in which responsibilities should be divided between the post-conflict peace-building support offices and the United Nations Country Teams.

Appendix F

Issue 5 – Rule-of-Law

Technical Cooperation Activities Related to Legislatures

UNDP	*	**United Nations Development Program**
Role	*	**Democratic Governance**
Focus	*	fair and inclusive democratic participation by strengthening legislatures
Activity Type	*	assistance in strengthening the internal organization of legislatures
	*	training of parliamentarians and staff
	*	supporting participatory constitutional reviews and reforms
	*	strengthening the capacities of political parties and civil society organizations
	*	empowering women to assume leadership and participate in deliberations
	*	pilot projects on improving the capacity of parliaments in selected countries - special focus on women's issues - participation, support for caucuses, leadership etc
TC Funding Source	*	UNDP core and supplementary funding
	*	UNDP Thematic Trust Fund - Democratic Governance
Field Network	*	offices in 131 countries
	*	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	*	DESA, UNODC, World Bank
Special Programs	*	Global Thematic Facility on Governance (Oslo, Norway)
	*	Global Programme Portfolio (within the Global Cooperation Framework - GCF)
World Bank	*	**World Bank**
Role	*	**Legal Institutions of the Market Economy**
Focus	*	reforming institutions - legislatures and other law making bodies
	*	reforming laws
Activity Type	*	information web-sites, best practices and case studies
	*	technical cooperation support embedded in project/program lending
TC Funding Source	*	loan and grant funds of the World Bank
Field Network	*	offices in 100+ member countries

OLA	°	**United Nations Office of Legal Affairs / Treaty Section**
Role	°	**Advising Member States *on Treaty Law and Practice***
Focus	°	Necessary formalities to become a party to over 500 multilateral treaties deposited with the SG covering the spectrum of international interaction
	*	Registering treaties pursuant to Article 102 of the Charter
	*	Strengthening the global treaty framework which underpins much of the social, economic, and political progress achieved in the last century and the relevant international standards
Activity Type	°	fulfils depositary function for more than 500 multilateral treaties
	*	provides assistance and information on treaty law, practice and related matters through - legal advice - training sessions in New York and in the regions on treaty law and practice - annual treaty events to encourage wider participation in the treaty framework, and raise awareness of the global standards they reflect - maintenance of a comprehensive electronic database on treaty matters with global access
TC Funding Source	*	regular budget of the United Nations
	*	UNEP and UNDP
Field Network	*	UN Resident Coordinators
	*	UNEP
Links - UN/External	*	UNDP, UNEP
UNIFEM	°	**United Nations Development Fund for Women**
Role	°	**Building women's leadership** in governance and peace
Focus	*	Increasing participation and influence of women as candidates and voters
Activity Type	*	building capacity and convening women leaders to develop collective strategies for influencing political processes
	*	raising awareness about women's roles in democratic governance in local, national and regional decision-making bodies
	*	building capacity of women to run for elections, including in post-conflict countries
TC Funding Source	*	core and cost sharing contributions from bi-lateral agencies
	*	partnership agreements with UN agencies
	*	private foundations and NGOs
Field Network	*	Regional Programme Directors in 15 countries
Links - UN/External	*	Strong partnerships with UNDP and UNFPA, as well as peace-keeping missions in post-conflict areas
	*	UN inter-agency thematic groups
	*	Inter-Parliamentary Union
	*	Regional and sub-regional networks formed to promote women's political participation, including networks of women parliamentarians in Southern Africa and more broad-based networks in Asia and the Pacific

Technical Cooperation Activities Related to Elections

UNDP	•	**United Nations Development Program**
Role	•	**Independent and Transparent Elections that Secure Political Legitimacy**
Focus	•	sustainable transparent electoral processes
	•	accountability of legislatures for commitments and results
	•	linking process-oriented electoral assistance to longer-term good governance
Activity Type	•	voter education programs with emphasis on women and under-represented segments of society
	•	training of national electoral management bodies, election monitors and poll workers
	•	reducing the cost of elections to free up funds for poverty reduction programs
	•	strengthening the independence and capacity of election supervisory organizations
	•	mobilization and coordination of resources for electoral support
TC Funding Source	•	UNDP core & extrabudgetary resources
	•	UNDP Thematic Trust Fund - Democratic Governance
	•	UNDP Thematic Trust Fund for Crisis Prevention and Recovery
Field Network	•	offices in 131 countries
	•	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	•	Electoral Assistance Division of DPA, DESA, UNIFEM
	•	OHCHR
	•	International Institute for Democracy and Electoral Assistance (IIDEA)
Special Programs		UNDP/OHCHR Joint Programme for Human Rights Strengthening (HURIST)
UNV	•	**United Nations Volunteers**
Role	•	**Mobilizing Qualified Volunteers and Promoting Volunteerism**
Focus	•	provision of volunteers to help organize and observe elections
Activity Type	•	election supervision, monitoring and observation
	•	civic education, public information, polling day support, registration,
	•	training of polling staff
TC Funding Source	•	UNV Special Voluntary Fund
	•	UNDP and other UN agencies
	•	bilateral donor grants, host country contributions
Field Network	•	Works through UNDP field offices which are present in 131 countries
Links - UN/External	•	Extensive with other UN agencies, MDBs, NGOs & community base organizations

OHCHR	*	**Office of the High Commissioner for Human Rights**
Role	*	**Promotion and Protection of Human Rights and Fundamental Freedoms**
Focus	*	human rights and elections
Activity Type	*	guidelines for analysis of electoral laws & procedures
	*	handbook and public information on human rights and elections
TC Funding Source	*	regular budget of the United Nations
	*	voluntary donations from governments, NGOs, foundations & other private donors
	*	Voluntary Fund for Technical Cooperation in the Field of Human Rights
Field Network	*	UN Resident Coordinators
	*	regional representatives in six countries
	*	monitoring offices in six countries
Links - UN/External	*	UNDP, UNICEF, UNESCO, UNFPA, UNIFEM, UNDAW (UN Division for the Advancement of Women), UNDPKO, UN Staff College, UNHCR
	*	OAU - Organization of African Unity
	*	African Commission on Human Rights and Peoples' Rights
	*	OSCE - Organization for Security and Cooperation in Europe
	*	OAS - Organization of American States
	*	IIHR - The Inter-American Institute of Human Rights
	*	ILANUD - The UN Latin American Institute for Crime Prevention and the Treatment of Offenders
	*	The Andean Commission of Jurists
Special Programs	*	UNDP/OHCHR Joint Programme for Human Rights Strengthening (HURIST)
DPA / EAD	*	**UN Department of Political Affairs / Electoral Assistance Division**
Role	*	**Electoral Assistance to Help Implement Democratic Principles**
Focus	*	assistance in consolidating new and restored democracies and working to implement democratic principles through institutional reform programmes
Activity Type	*	assistance to USG/DPA in his role of considering & channeling requests for electoral assistance to avoid duplication of efforts
	*	providing quality control and ensuring consistent application of standards for UN involvement
	*	technical advice & training on democratization process, electoral laws, election organization and administrations - democratization processes - electoral laws - election organization and administration - strengthening of national electoral institutions
	*	maintenance of roster of electoral experts
	*	preparation of guidelines, training materials and technical papers
TC Funding Source	*	Regular Budget of the United Nations
	*	donor funds in trust

	• General Assembly established Trust Fund for Electoral Observation • UNDP including its Thematic Trust Fund for Democratic Governance
Field Network	• UN Resident Coordinators • close field linkage to DPKO operations
Links - UN/External	• DPKO, DESA, OHCHR, OCHA, UNDP, UNV, UNOPS • Collaboration with a variety of national electoral institutions • International Institute for Democracy and Electoral Assistance (IDEA) • International Foundation for Election Systems • Partnership for Electoral and Democratic Development • International Organization for Migration

Technical Cooperation Activities Related to Justice & Judicial Systems

UNDP	• **United Nations Development Program**
Role	• **Justice & Security Sector Reform**
Focus	• improved access to justice and human rights • reform to sustain development in crisis and post-conflict countries
Activity Type	• incorporating NGOs into the justice sector reform programmes • increasing available legal and judicial information for judges, lawyers, prosecutors and public defenders and for the general public • strengthening the national public defence system and the quality and quantity of legal aid for the poor and other groups • training and systems support for police and prisons authorities • promoting alternative dispute resolution techniques • reducing institutional and cultural barriers to justice
TC Funding Source	• UNDP core & extrabudgetary resources • UNDP Thematic Trust Fund - Democratic Governance • UNDP Thematic Trust Fund for Crisis Prevention and Recovery
Field Network	• offices in 131 countries • 9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	• ECPS Task Force for Development of Comprehensive Rule of Law Strategies for Peace Operations • OHCHR, DPKO, DPA, DESA • International Peace Academy • International Institute for Democracy and Electoral Assistance (IIDEA) • Oslo Governance Center • strategic partnerships with other international and domestic institutions
Special Programs	• UNDP/OHCHR Joint Programme for Human Rights Strengthening (HURIST)

UNICEF	•	**United Nations Children's Fund**
Role	•	**For Every Child - Health, Education, Equality, Protection**
Focus	•	administration of juvenile justice
Activity Type	•	advocacy against the use of custodial solutions and assistance in establishing alternatives
	•	promoting and facilitating the diversion of child offenders from the formal court system to non-judicial bodies
	•	promoting and facilitating a restorative justice approach as an alternative to deprivation of liberty
	•	education, early childhood development as prevention for juvenile delinquency
TC Funding Source	•	regular and supplementary resources of UNICEF
Field Network	•	200+ field offices
	•	8 regional offices
Links - UN/External	•	The Partnership on Sustainable Strategies for Girls Education (with DFID & World Bank)
	•	UNICEF National Committees in 37 countries
	•	Kennedy School of Government at Harvard University
	•	International Network for Girls ((INfG) (400 NGOs in 86 countries)
	•	The Global Programme Against Trafficking in Human Beings (UNODC)
	•	links with many other governmental and NGO organizations
	•	ESCAP, UNDP, IOM (International Organization for Migration)
	•	ILO - International Programme for the Elimination of Child Labour (IPEC)
Special Programs	•	UNICEF Innocenti Research Centre
UNIFEM	•	**United Nations Development Fund for Women**
Role	•	**Economic Security and Rights for Women**
Focus	•	promoting women's human rights and eliminating violence against women
	•	assisting in the effective implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
	•	enhancing the understanding of governments, advocates and UN partners of the intersection between human . .ghts, gender, and HIV/AIDS to strengthen responses to the epidemic
Activity Type	•	supporting local innovation to confront gender-based violence building an enabling environment for ending violence against women through promoting new and
	•	strengthened legislation
	•	increasing the effectiveness of reporting, monitoring and implementation of CEDAW
	•	strengthening the capacity of governments and NGOs to use CEDAW to create stronger legal and policy frameworks for gender equality (including fostering government/NGO partnerships)
	•	developing and testing innovative approaches for strengthening gender-responsive HIV/AIDS prevention, treatment and care strategies at the country level
	•	assistance in training for judiciary and police on gender issues

TC Funding Source	* UNIFEM's Trust Fund in Support of Actions to Eliminate Violence against Women * United Nations Foundation * other UN agencies, private foundations, and NGOs * funds in trust from donor governments
Field Network	* Regional Programme Directors in 15 countries * regional thematic advisers on peace and security (3) and HIV/AIDS (1) * gender advisor to the Resident Coordinator system in one country
Links - UN/External	* UNDP, UNICEF, UNFPA, UNAIDS, UNDPKO * Inter-Agency Task Team on Gender and HIV/AIDS * the CEDAW Committee (23 elected independent experts in the field of women's rights) * National Committees for UNIFEM in 19 countries
UNAIDS	* **Joint United Nations Programme on HIV/AIDS**
Role	* **Ensuring a Coordinated Response by the UN System to HIV/AIDS**
Focus	* eliminating discrimination against people living with HIV/AIDS * strategic information required to guide the efforts of partners * tracking, monitoring and evaluation of the epidemic and actions responding to it * civil society engagement and partnership development * financial, technical and political resource mobilization
Activity Type	* assistance in the development of anti-discrimination legislation * protecting and promoting human rights by - strengthening advocacy - engaging people living with HIV/AIDS - intensifying efforts to promote gender perspectives in the response to HIV/AIDS
TC Funding Source	* core and supplementary contributions to UNAIDS * core and supplementary contributions to the UNAIDS cosponsors * a variety of NGO and private sector sources
Field Network	* UN Resident Coordinators * additional support from the field office personnel of the cosponsoring agencies * UNAIDS Secretariat staff support for UN HIV/AIDS Theme Groups in 60 countries
Links - UN/External	* extensive linkages with cosponsors and other entities of the UN * the International Federation of Red Cross and Red Crescent Societies * a variety of national and international NGOs * The International Council of AIDS Services Organizations (ICASO), The Global Network of People Living with HIV/AIDS, the International Community of Women Living with HIV/AIDS, Global Research Network on HIV Prevention among Drug Users, the International Treatment Access Coalition, the International AIDS Society, and many others
Special Programs	* The International Partnership Against AIDS in Africa
World Bank	* **World Bank**
Role	* **Legal Institutions of the Market Economy**

Focus	•	reforming institutions – the judiciary and the courts – the legal professions
	•	improving access to justice
Activity Type	•	information web sites, best practices and case studies
	•	technical cooperation support embedded in project/program lending
TC Funding Source	•	loan and grant funds of the World Bank
Field Network	•	offices in 100+ member countries
UNHCR	•	**United Nations High Commissioner for Refugees**
Role	•	**Protecting Refugees**
Focus	•	legislative measures to protect refugees
Activity Type	•	promoting accession to the conventions and protocols on refugees and displaced persons
	•	assisting states to enact or revise national refugee legislation – administrative instructions and operational guidelines
	•	assisting states to implement national refugee status determination procedures
	•	assisting states to strengthen relevant administrative and judicial institutions
	•	training of staff of government and non-government agencies – protection and refugee law
	•	assistance in implementing liaison with relevant human rights bodies
TC Funding Source	•	regular and supplementary resource contributions to UNHCR
	•	regular budget of the United Nations
	•	a variety of intergovernmental, private foundation, NGO and other private donors
Field Network	•	one or more offices in approximately 120 countries
Links - UN External	•	UNICEF, WFP, WHO, ILO, UNDP, OCHA, OHCHR, DESA, DPKO, World Bank
	•	Red Cross & Red Crescent Movement
	•	IOM and 500+ NGOs
	•	International Institute of Humanitarian Law
	•	International Association of Refugee Law Judges (IARLJ)
	•	Action Group on Migration and Asylum (with IOM)
UNODC	•	**United Nations Office on Drugs and Crime**
Role	•	**Fostering International Cooperation and Strengthening National Capacities in Justice**
Focus	•	to pursue an integrated approach to drug and crime issues
	•	to place crime and drug issues in the context of sustainable development
	•	to balance prevention and enforcement
	•	to select operations on the basis of knowledge and strategic vision
	•	to help establish institutions that promote international best practices
	•	to leverage resources to exploit the power of partnership

Activity Type	•	capacity building in - juvenile justice - victim issues - prison administration - violence against women - restorative justice - social crime prevention
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	voluntary contributions from donor countries
Field Network	•	22 regional offices
Links - UN/External	•	United Nations Interregional Crime and Justice Research Institute (UNICRI)
	•	extensive links with both intergovernmental and private institutions and associations
Special Programs	•	The Legal Advisory Programme
	•	UN Crime and Justice Information Network (UNCJIN)
OHCHR	•	**Office of the High Commissioner for Human Rights**
Role	•	**Promotion and Protection of Human Rights and Fundamental Freedoms**
Focus	•	administration of justice
	•	constitutional and legislative reform
	•	rule of law and human rights in the activities of the armed forces
	•	treaty reporting
	•	human rights education
	•	national plans of action
Activity Type	•	assisting in incorporating human rights standards in national laws and policies
	•	building or strengthening of national human rights institutions
	•	formulation of national plans of action for the promotion and protection of human rights
	•	education and training
	•	promoting a human rights culture
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and Development Account
	•	voluntary donations from governments, NGOs, foundations & other private donors
	•	Voluntary Fund for Technical Cooperation in the Field of Human Rights
Field Network	•	UN Resident Coordinator(s)
	•	regional representatives in six countries
	•	monitoring officers in six countries
Links - UN/External	•	UNDP, UNICEF, UNESCO, UNFPA, UNIFEM, UNDAW (UN Division for the Advancement of Women), UNDPKO, UN Staff College, UNHCR
	•	OAU - Organization of African Unity
	•	African Commission on Human Rights and Peoples' Rights
	•	OSCE - Organization for Security and Cooperation in Europe
	•	OAS - Organization of American States
	•	IIHR - The Inter-American Institute of Human Rights

	•	ILANUD - The UN Latin American Institute for Crime Prevention and the Treatment of Offenders
	•	The Andean Commission of Jurists
Special Programs	•	UNDP/OHCHR Joint Programme for Human Rights Strengthening (HURIST)
DESA	•	**United Nations Department of Economic & Social Affairs**
Rule	•	**Public Sector Management**
Focus	•	administration and management of judicial systems
	•	improving the access of the poor to legal services
	•	public service ethics
	•	financial management and accountability systems
TC Activity Type	•	advisory services in needs assessment
	•	advisory services in policy analysis and development
	•	analytical studies
	•	assistance in programme design and implementation
	•	human resource development & training
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	donor funds in trust
	•	UNDP
Field Network	•	UN Resident Coordinators
Links - UN/External	•	extensive links across the UN system, particularly with UNDP & World Bank
Special Programs	•	UN Online Network of Regional Institutions for Capacity Building (UNPAN)
DPKO	•	**United Nations Department of Peacekeeping Operations**
Rule	•	**Justice & Peace-building as a Component of Peacekeeping**
Focus	•	maximum policy coherence between peacekeeping operations and the rule of law - peace-building work of DPA and other departments, agencies, funds and programmes
TC Activity Type	•	in peacekeeping situations, the reform, rehabilitation training and capacity building for civilian police forces - including accreditation of police units and certification of individual police officers - with linkages also to corrections and the judiciary
TC Funding Source	•	regular budget of the United Nations
	•	supplementary voluntary funding from donors
Field Network	•	UN Resident Coordinators
	•	4 Peace-building Support Offices (Liberia, Guinea Bissau, Central African Republic, Tajikistan)
Links - UN/External	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)

Technical Cooperation Activities Related to Drugs & Crime

UNAIDS	•	**Joint United Nations Programme on HIV/AIDS**
Role	•	**Addressing HIV/AIDS Among Injecting Drug Users (IDUs)**
Focus	•	reduction of HIV/AIDS through the development of national strategies, policies and programmes aimed at protecting and promoting the health of IDUs
Activity Type	•	through the activities of its cosponsoring agencies the UNODC
	•	supporting diversification of HIV prevention and care services to IDUs
	•	implementing inter-agency projects on drug dependence treatment
	•	strengthening civil society organizations working with high risk groups
	•	identifying and disseminating best practices in drug use and HIV/AIDS prevention
	•	strengthening government bodies and NGOs in mounting effective intervention programmes
TC Funding Source	•	core and supplementary contributions to UNAIDS
	•	core and supplementary contributions to the UNAIDS cosponsors
	•	a variety of NGO and private sector sources
Field Network	•	UN Resident Coordinators
	•	additional support from the field office personnel of the cosponsoring agencies
	•	UNAIDS Secretariat staff support for UN HIV/AIDS Theme Groups in 60 countries
	•	22 UNODC regional offices
Links - UN External	•	extensive linkages with cosponsors and other entities of the UN
	•	the International Federation of Red Cross and Red Crescent Societies
	•	a variety of national and international NGOs
	•	The International Council of AIDS Services Organizations (ICASO), The Global Network of People Living with HIV/AIDS, the International Community of Women Living with HIV/AIDS, Global Research Network on HIV Prevention among Drug Users, the International Treatment Access Coalition, the International AIDS Society, and many others
Special Programs	•	The International Partnership Against AIDS in Africa
UNODC	•	**United Nations Office on Drugs and Crime**
Role	•	**Improving the Capacity of Governments to Meet their International Commitments**
Focus	•	to pursue an integrated approach to drug and crime issues
	•	to place crime and drug issues in the context of sustainable development
	•	to balance prevention and enforcement
	•	to select operations on the basis of knowledge and strategic vision
	•	to help establish institutions that promote international best practices
	•	to leverage resources to exploit the power of partnership
Activity Type	•	assistance in ratifying international protocols
	•	assistance in developing and implementing national legislation to meet international obligations
	•	model laws and examples of relevant legislation

	• assistance in assessing national or regional situations • dissemination of information and assistance in establishing systems for illicit crop monitoring • assistance in developing programmes to reduce demand for illicit drugs • assistance in planning treatment systems for drug abusers within the criminal justice system • assistance in alternative development programs for farmers dependent on drug crops • assistance in programs to protect, support and compensate victims of human trafficking • programs of information exchange, joint action and best practices • assistance in devising anti-organized crime strategies • assistance in developing policies and guidelines to prevent and combat transnational organized crime • training of criminal justice practitioners • assistance in developing programs to prevent and combat trafficking in firearms and money-laundering • assistance in establishing financial intelligence units to combat money laundering
TC Funding Source	• *Programme Budget of the UN: regular programme of technical cooperation and development account* • voluntary contributions from donor countries
Field Network	• 22 regional offices
Links - UN/External	• United Nations Interregional Crime and Justice Research Institute (UNICRI) • UNDP, UNOPS • extensive links with both intergovernmental and private institutions and associations
Special Programs	• The Legal Advisory Programme • Global Programme against Corruption • Global Programme against Transnational Organized Crime • Global Programme against Trafficking in Human Beings • Global Programme against Terrorism • Global Programme against Money Laundering • UN Crime and Justice Information Network (UNCJIN) • UNODC Illicit Crop Monitoring Programme (ICMP) • Global Assessment Programme on Drug Abuse (global database on patterns of drug consumption) • Global Youth Network (for drug abuse prevention) • Partners in Prevention (community level partners against drugs)
UN-HABITAT	• **United Nations Human Settlements Programme**
Role	• **Protecting Human Settlements from Risks of Disasters**
Focus	• Safer Cities Approach - capacity building at city level to address urban insecurity - contribute to the establishment of a culture of prevention
TC Activity Type	• identification and mobilization of key partners at the local level • assistance in creating a local safety coalition • local safety appraisals and strategies (including assistance in implementing the strategies) • assistance in institutionalizing local crime prevention as cross-cutting theme throughout government and the criminal justice system

TC Funding Source	•	UNDP
	•	donor funds in trust
	•	private foundations
Field Network	•	four regional and two sub-regional offices (six in total)

Technical Cooperation Activities Related to Human Trafficking

UNICEF	•	**United Nations Children's Fund**
Role	•	**For Every Child - Health, Education, Equality, Protection**
Focus	•	protection of children from violence, exploitation, abuse and discrimination
Activity Type	•	information dissemination, research and documentation on child trafficking and prostitution
	•	support in reviews of national legislation
	•	assistance in setting up local surveillance, prevention and protection systems
TC Funding Source	•	regular and supplementary resources of UNICEF
Field Network	•	200+ field offices
	•	8 regional offices
Links - UN/External	•	The Partnership on Sustainable Strategies for Girls Education (with DFID & World Bank)
	•	UNICEF National Committees in 37 countries
	•	Kennedy School of Government at Harvard University
	•	International Network for Girls ((INfiG) (400 NGOs in 86 countries)
	•	The Global Programme Against Trafficking in Human Beings (UNODC)
	•	links with many other governmental and NGO organizations
	•	ESCAP, UNDP, IOM (International Organization for Migration)
	•	ILO - International Programme for the Elimination of Child Labour (IPEC)
Special Programs	•	UNICEF Innocenti Research Centre
UNIFEM	•	**United Nations Development Fund for Women**
Role	•	**Promoting women's' human rights and eliminating violence against women**
Focus	•	supporting country level and regional capacity to implement conventions and commitments to address trafficking in women and girls
	•	strengthening sub-regional, regional and global cooperation to end trafficking
Activity Type	•	technical support and training on gender issues to involved institutions and groups
	•	facilitating dialogue and networking amongst governments, NGOs and UN agencies involved in this issue
	•	developing and promoting practical working tools (i.e. model contract for migrant domestic workers)

TC Funding Source	•	UNIFEM's Trust Fund in Support of Actions to Eliminate Violence against Women
	•	cost-sharing contributions from bi-lateral donors
	•	other UN agencies, private foundations, and NGOs
Field Network	•	Regional Program Directors in 15 countries
Links - UN/External	•	International Organization for Migration (IOM)
	•	Strong partnership with SAARC in South Asia
	•	A wide range of local, national and regional women's and human rights NGOs working on this issue
	•	UN inter-agency working groups on gender, trafficking and related issues
UNODC	•	**United Nations Office on Drugs and Crime**
Role	•	**Fostering International Cooperation & Strengthening National Capacity for Combating Trafficking in Persons, particularly women and children**
Focus	•	to pursue an integrated approach to drug and crime issues
	•	to place crime and drug issues in the context of sustainable development
	•	to balance prevention and enforcement
	•	to select operations on the basis of knowledge and strategic vision
	•	to help establish institutions that promote international best practices
	•	to leverage resources to exploit the power of partnership
Activity Type	•	assistance in ratifying international protocols
	•	collecting and disseminating information on global trends and proven practices
	•	assistance in improving criminal justice responses to trafficking - strengthening specialized police units - fostering inter-agency cooperation between law enforcement, prosecutors & civil society
	•	victim protection and support
	•	prevention and awareness raising
TC Funding Source	•	*Programme Budget of the UN, regular programme of technical cooperation and development account*
	•	voluntary contributions from donor countries
Field Network	•	22 regional offices
Links - UN/External	•	United Nations Interregional Crime and Justice Research Institute (UNICRI)
	•	UNDP, UNICEF, UNOPS, UNU
	•	IOM, Interpol, OSCE, EU
	•	extensive links with both intergovernmental and private institutions and associations
Special Programs	•	Global Programme against Trafficking in Human Beings
	•	The Legal Advisory Programme
OHCHR	•	**Office of the High Commissioner for Human Rights**
Role	•	**Promotion and Protection of Human Rights and Fundamental Freedoms**
Focus	•	administration of justice
	•	constitutional and legislative reform

	•	rule of law and human rights in the activities of the armed forces
	•	treaty reporting
	•	human rights education
	•	national plans of action
Activity Type	•	assisting in incorporating human rights standards in national laws and policies
	•	assistance in developing legislation, programmes and policies that address exposure of migrant women in particular to harmful traditional practices
	•	assistance to civil society actors in effectively monitoring and advocating on human rights issues
	•	global project to strengthen human rights education programmes
TC Funding Source	•	regular budget of the United Nations
	•	voluntary donations from governments, NGOs, foundations & other private donors
	•	Voluntary Fund for Technical Cooperation in the Field of Human Rights
Field Network	•	UN Resident Coordinators
	•	regional representatives in six countries
	•	monitoring offices in six countries
Links - UN/External	•	UNCDC and other UN entities
	•	Human Rights Committee, Committee on Economic, Social and Cultural Rights, Committee on the Elimination of Racial Discrimination, Committee against Torture, Committee on the Rights of the Child
Special Programs	•	UNDP/OHCHR Joint Programme for Human Rights Strengthening (HURIST)
DESA	•	**United Nations Department of Economic & Social Affairs**
Role	•	**Gender Issues & the Advancement of Women**
Focus	•	human rights of women, trafficking in women and violence against women
Activity Type	•	assistance in ratifying and implementing CEDAW - capacity building on reporting obligations - judicial colloquiums for lawyers and judges
TC Funding Source	•	*Programme Budget of the UN: regular programme of technical cooperation and development account*
	•	UNDP
Field Network	•	supported by UN Resident Coordinators
Links - UN/External	•	UNDP, UNIFEM, Regional Commissions,

Technical Cooperation Activities Related to Corruption

UNDP	•	**United Nations Development Program**
Role	•	**Improving Accountability, Transparency and Integrity in Democratic Governance**
Focus	•	corruption as a problem of poor governance
Activity Type	•	prevention: - promoting a professional, merit based, neutral civil service - strengthening public financial management and accountability systems - functional reviews in public administration reform to improve delivery of services and efficiency - use of ICT to enhance effectiveness, openness & accessibility
	•	enforcement: - establishing independent investigators, prosecutors and adjudicators - improving access to justice and judicial integrity - strengthening capacity and integrity of police
	•	public awareness and coalition building: - building capacity of civil society in oversight - improving access to information - supporting free and independent press, including training in investigative journalism - facilitation of national, provincial and local consultations to broaden participation
	•	institution building: - capacity building of independent anti-corruption agencies and other oversight bodies - support to Auditor General's Office, Ombudsmen
TC Funding Source	•	UNDP core and supplementary funding
	•	UNDP Thematic Trust Fund - Democratic Governance
Field Network	•	offices in 131 countries
	•	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	•	UNODC, DESA, World Bank, OECD, ADB, Transparency International, bilateral donors, local NGOs
Special Programs	•	Global Thematic Facility on Governance (Oslo, Norway)
	•	Global Programme Portfolio (within the Global Cooperation Framework - GCF)
	•	Programme for Accountability and Transparency
World Bank	•	**The World Bank**
Role	•	**Corruption as the Single Greatest Obstacle to Economic & Social Development**
Focus	•	increasing political accountability
	•	strengthening civil society participation
	•	creating a competitive private sector
	•	institutional restraints on power
	•	improving public sector management

Activity Type	•	information web-sites, best practices and case studies
	•	technical cooperation support embedded in project/program lending & grants
	•	training course (Governance & Anticorruption Core Course)
TC Funding Source	•	World Bank loans and grants
	•	donor funds in trust
Field Network	•	offices in 100+ member countries
Links - UN/External	•	an extensive range of links with other inter-governmental organizations, NGOs, regional organizations, and governmental agencies commissions against corruption
	•	World Bank - UNDP Partnership on Good Governance
UNODC	•	**United Nations Office on Drugs and Crime**
Role	•	**Fostering International Cooperation and Strengthening National Capacities**
Focus	•	to pursue an integrated approach to drug and crime issues
	•	to place crime and drug issues in the context of sustainable development
	•	to balance prevention and enforcement
	•	to select operations on the basis of knowledge and strategic vision
	•	to help establish institutions that promote international best practices
	•	to leverage resources to exploit the power of partnership
Activity Type	•	sharing the experience of experts and practitioners
	•	assessing institutions, strategies, policies, measures and tools against corruption
	•	advising on legislation
	•	advising on establishing and strengthening anti-corruption bodies
	•	promoting judicial integrity
	•	training on anti-corruption measures for stakeholder groups
	•	public awareness campaigns
	•	codes of conduct
	•	credible public complaints systems
	•	declaration and monitoring of assets
	•	access to information
TC Funding Source	•	programme budget of the United Nations
	•	voluntary contributions from donor countries
Field Network	•	22 regional offices
Links - UN/External	•	United Nations Interregional Crime and Justice Research Institute (UNICRI)
Special Programs	•	UN Global Programme Against Corruption
	•	The Legal Advisory Programme

DESA	•	**United Nations Department of Economic & Social Affairs**
Role	•	**Public Sector Management**
Focus	•	ethics and public financial management and accountability
	•	technical support to the forum on fighting corruption and safeguarding integrity
TC Activity Type	•	advisory services in needs assessment
	•	advisory services in policy analysis and development
	•	analytical studies
	•	assistance in programme design and implementation
	•	human resource development & training
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	donor funds in trust
	•	UNDP
Field Network	•	UN Resident Coordinators
Links - UN/External	•	extensive links across the UN system, particularly with UNDP & World Bank
	•	UN Committee of Experts for Public Administration
	•	various forums dealing with public management, integrity, corruption & other issues
Special Programs	•	UN Online Network of Regional Institutions for Capacity Building (UNPAN)

Technical Cooperation Activities Related to Terrorism

UNODC	•	**United Nations Office on Drugs and Crime**
Role	•	**Fostering International Cooperation and Strengthening National Capacities in anti-Terrorism Policies and Measures**
Focus	•	strengthening the legal regime against terrorism
Activity Type	•	assistance for ratification, accession and implementation of global legal instruments
	•	legislative guide to the universal anti-terrorism conventions and protocols
	•	reviewing domestic legislation and providing advice on drafting enabling laws
	•	facilitating and providing training to national administrations with regard to new legislation
	•	providing in-depth assistance on the implementation of new legislation
	•	assistance in strengthening arrangements for extradition and for mutual legal assistance
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	voluntary contributions from donor countries
Field Network	•	22 regional offices

Links - UN/External	•	The Counter-Terrorism Committee of the Security Council
	•	Commonwealth Secretariat, Organization of American States (OAS), Organization for Security & Cooperation in Europe (OSCE)
	•	various national government agencies
Special Programs	•	The Global Programme Against Terrorism
	•	The Legal Advisory Programme
DPA	•	**UN Department of Political Affairs**
Role	•	Focal Point in UN for Post-conflict Peace-building - convener of the Executive Committee on Peace and Security (ECPS) - conflict prevention, peace-making, peace-building
Focus	•	consolidating internal and external security
	•	strengthening political institutions and good governance
	•	promoting economic and social development and rehabilitation activities
	•	supporting internal policy dialogue and national reconciliation
TC Activity Type	•	database development and maintenance on anti-terrorism requirements
	•	assistance in sourcing technical cooperation in anti-terrorism from other UN entities or bilateral donors
	•	support to Counter-Terrorism Committee of the Security Council - catalytic role with other UN entities
TC Funding Source	•	regular budget of the United Nations
	•	supplementary voluntary funding from donors
Field Network	•	UN Resident Coordinators
	•	12 field offices - of which 4 Peace-building Support Offices (Liberia, Guinea Bissau, Central African Republic, Tajikistan)
Links - UN/External	•	The Conflict Prevention & Post-Conflict Reconstruction Network (29 organizations operationally active in conflict prevention)
	•	members organizations of the other executive committees - ECHA, ECESA, UNDG

Discussion

As with peace-building, rule-of-law issues are characterized by their political and cultural sensitivity. Several United Nations entities are involved in rule-of-law technical cooperation activities, but consistent with previous observations, from different perspectives. Extensive work has been done by the staff of the entities involved on a number of the relationship questions, and many observations and recommendations have been made.

Illustrative of some of this work is the Office of Internal Oversight Services (OIOS) recent review of progress made in resolving certain outstanding issues between UNDP and the Electoral Advisory Division of DPA. Another is a consultant's report

on strengthening the ability of the OHCHR to support the United Nations country teams to integrate human rights considerations into development programming.

While the ability to examine in detail the individual relationship issues that were outlined in these various reports was very limited in the context of this broader review, it is possible to conclude that while progress continues to be made, elements of these and other relationship issues have not yet been fully resolved.

Concerned about the possibility of UNDP and UNODC working in isolated fashions, discussions have been held and are ongoing between the two organizations to achieve a closer working relationship and to better define their respective areas of comparative advantage. The geographic separation of the headquarters of UNDP and UNODC is perhaps also exacerbated by UNODC's role in furthering the implementation of various international protocols and the fundamentally different natures of their governing bodies, with those of the UNODC being more oriented to technical expertise in comparison to the more general aid management approach of UNDP's Executive Board. UNDP and UNODC also have quite different funding patterns. Although core financing is also a problem for UNDP, in excess of 90% of UNODC's technical cooperation resources are donor earmarked. Such a financing structure clearly limits the ability of UNODC to follow the strategic directions established by its boards. Whatever longer term direction is set for the UNDP Democratic Governance practice area, important (and under-funded) capacities exist in the UNODC that must continue to be fully integrated into any eventual joint UNDP/UNODC rule-of-law programming approach.

Appendix G

Issue 6 – Public Sector Management

Technical Cooperation Activities Related to Public Sector Management

UNDP	*	**United Nations Development Program**
Role	*	**Democratic Governance**
Focus	*	responsible, accessible, accountable public administration
Activity Type	*	promoting a professional, merit based, neutral civil service
	*	functional reviews in public administration reform
	*	promoting transparency and accountability
	*	- anti-corruption & codes of conduct
	*	- mechanisms for oversight, monitoring & accountability
	*	training of civil servants
	*	use of ICT to enhance effectiveness, openness & accessibility
TC Funding Source	*	UNDP core & extrabudgetary resources
	*	UNDP Thematic Trust Fund - Democratic Governance
	*	UNDP Thematic Trust Fund for Crisis Prevention and Recovery
Field Network	*	offices in 131 countries
	*	9 Sub-Regional Resource Facilities (SURFs)
UNIFEM	*	**United Nations Development Fund for Women**
Role	*	**Building Women's Leadership in Governance**
Focus	*	gender responsive budget analysis
	*	assisting in the effective implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
	*	regional, national and local plans of action in support of gender equality
	*	mainstreaming gender in public policies
Activity Type	*	assistance in the analysis of government expenditure & revenue for their gender impact
	*	increasing the effectiveness of reporting, monitoring and implementation of CEDAW
	*	strengthening the capacity of governments and NGOs to use CEDAW to create stronger legal and policy frameworks for gender equality (including fostering government/NGO partnerships)
	*	supporting government and civil society efforts to produce and use sex-disaggregated data and gender indicators to build accountability for gender equality commitments
TC Funding Source	*	Core and cost-sharing contributions from bi-lateral donors
	*	other UN agencies, private foundations, and NGOs

Field Network	*	Regional Programme Directors in 15 countries
	*	regional thematic advisors on peace and security and HIV/AIDS (1)
	*	gender advisor to the Resident Coordinator system in one country
Links - UN/External	*	UNDP, UNFPA, UNICEF
	*	Commonwealth Secretariat and International Development Resource Centre
	*	Networks of economists working from a gender equality perspective
	*	UN Regional Economic Commissions
	*	Ministries of Finance and National machineries for women
UNCDF	*	**United Nations Capital Development Fund**
Role	*	**Local Governance/Decentralization and Financial Sector Microfinance**
Focus	*	investment and capacity-building in support of decentralization and microfinance
	*	focus on the least developed countries
Activity Type	*	local governance / decentralization - promoting access of the poor to basic socio-economic infrastructure and services - promoting participation of population in establishing own priorities and in implementing and maintaining local public goods - building capacity of local governments for the management of public assets in the common interest - promoting fiscal decentralization and improved access of local authorities to sustainable funding sources - advocating for national policies supporting decentralization and for replication of pilot programmes
	*	microfinance - increasing sustainable access to financial services for poor and low-income customers, particularly women - investing in developing micro-finance as an integrated part of the formal financial system - supporting the development and implementation of national microfinance sector strategies and action plans - investing in individual retail micro-finance operations
	*	advisory services
TC Funding Source	*	UNCDF core and extra budgetary resources
	*	United Nations Foundation
	*	Human Security Fund
Field Network	*	UNDP Resident Representatives
	*	regional technical advisors in Africa (Asia in pipeline)
Links - UN/External	*	UNDP, Multilateral Development Banks, UNIFEM, UNV, DESA, ILO, CGAP (Consultative Group to Assist the Poorest), UNAIDS, UNOPS
World Bank	*	**World Bank**
Role	*	**Building Efficient and Accountable Public Sector Institutions**
Focus	*	administrative and civil service reform - architecture of the public sector

		- personnel management - agency & sector issues - decentralization to bring services closer to the people - E*Government (ICT to improve efficiency, effectiveness, transparency & accountability)
	•	reforming accountability institutions
	•	assistance in policy reform and institutional strengthening
	•	public expenditure
	•	tax policy & administration
	•	sovereign debt management
TC Activity Type	•	information web-sites, best practices and case studies
	•	technical cooperation support embedded in project/program lending & grants
	•	sovereign debt management - country specific workshops - risk modeling training - advisory services
	•	key instruments: - public expenditure reviews (PERs) - country financial accountability assessments (CFAAs) - country procurement assessment reviews (CPARs)
TC Funding Source	•	loan and grant funds of the World Bank
Field Network	•	offices in 100+ member countries
Links - UN/External	•	World Bank / UNDP Partnership on Good Governance
	•	an extensive range of links with other inter-governmental organizations, NGOs, regional organizations, and governmental agencies/commissions against corruption
UN-HABITAT	•	**United Nations Human Settlements Programme**
Role	•	**Urban Governance**
Focus	•	the Urban Management Programme
TC Activity Type	•	development of urban management frameworks and tools - land management - municipal finance & administration - infrastructure - urban environment - HIV/AIDS - pro-poor governance
	•	capacity building at the regional level through expert panels & workshops & institutional anchoring
TC Funding Source	•	UNDP
	•	donor funds in trust
	•	private foundations
Field Network	•	four regional and two sub-regional offices (six in total)

Links - UN/External	*	joint programme with UNDP and the World Bank
DESA	*	**United Nations Department of Economic & Social Affairs**
Role	*	**Public Sector Management**
Focus	*	reforming & modernizing national public administration and civil sector reform
	*	governance systems & institutions including decentralization
	*	improving national capacity in pro-poor public policy development
	*	assistance in capacity building for improved delivery of relevant and quality services
	*	ethics and public financial management and accountability systems
	*	rebuilding institutions and public administration after conflict
	*	capacity building in mobilization and management of financial resources - particularly tax administration
	*	application of information technology in government operations (e-government)
	*	public sector related statistical functions: - organization and management of national statistical systems - population censuses, household & other surveys - national & environmental accounting - trade statistics - environment energy and industry statistics - information management
	*	reconstructing governance and public administration in post conflict countries - decentralization and local government - capacity building (institutional and human resources) - transparency and accountability
TC Activity Type	*	advisory services in needs assessment
	*	advisory services in policy analysis and development
	*	analytical studies
	*	assistance in programme design and implementation
	*	human resource development & training
TC Funding Source	*	Programme Budget of the UN: regular programme of technical cooperation and development account
	*	donor funds in trust
	*	UNDP
Field Network	*	UN Resident Coordinators
Links - UN/External	*	extensive links across the UN system, particularly with UNDP & World Bank
	*	UN Committee of Experts for Public Administration
	*	various forums dealing with public management, integrity, corruption & e-government
	*	Global Forum on Reinventing Government
Special Programs	*	UN Online Network of Regional Institutions for Capacity Building (UNPAN)
ECA	*	**United Nations Economic Commission for Africa**
Role	*	**Enhancing Resources Flows to Africa**

Focus	*	developing, adopting & implementing policies that promote sound public financial management and strengthen regulatory and financial systems
	*	assistance in building human and institutional capacities
Activity Type	*	on-demand regional advisory services
	*	training workshops and seminars
	*	fellowships
	*	field projects oriented to national capacity building and sharing of best practices
TC Funding Source	*	Programme Budget of the UN: regular programme of technical cooperation and development account
	*	funds in trust
Field Network	*	5 Sub-regional Development Centres
	*	support from UN Resident Coordinators
Special Programs	*	The African Development Forum (ADF)
ECLAC	*	**UN Economic Commission for Latin America and the Caribbean**
Role	*	**Economic & Social Development of the Region**
Focus	*	economic reforms and strategic State management
	*	public efficiency in the management of human settlements
	*	policies for the regulation of public services related to natural resources, energy, infrastructure & transport
	*	evaluation of social policies and programmes
	*	analysis and monitoring of regional and national economies as inputs for policy making
Activity Type	*	advisory services by specialized professional staff
	*	capacity building (regional and national courses, seminars and workshops)
TC Funding Source	*	Programme Budget of the UN: regular programme of technical cooperation and development account
	*	bilateral contributions
Field Network	*	2 sub-Regional Headquarters & 4 country offices
	*	support from UN Resident Coordinators
Special Programs	*	System of National Accounts
ESCWA	*	**UN Economic and Social Commission for West Asia**
Role	*	**Development through Regional & Subregional Cooperation & Integration**
Focus	*	employing ICT in public administration - E-governance
	*	enhancing urban governance
	*	community development
Activity Type	*	assistance in developing projects and policies
	*	training in production and utilization of gender statistics
	*	advisory services and training workshops in rational utilization of energy

	• advisory services and training workshops in management of water resources • regional campaign on security of tenure and good urban governance • training of local community development workers
TC Funding Source	• Programme Budget of the UN: regular programme of technical cooperation and development account • Arab Fund for Economic & Social Development, Islamic Development Bank • project funding from bilateral donors UN-HABITAT, ESCWA Trust Fund AGFUND
Links - UN/External	• DESA and other UN funds, programmes and specialized agencies • designated as UNPAN regional node - (UN Public Administration Network) • League of Arab States and affiliated organizations • the Gulf Organization for Industrial Consulting (GOIC)

Discussion

Public Sector Management is another issue that raises the question of what should be the scope of UNDP's Democratic Governance practice area. Many of the same issues raised in the previous discussion on rule-of-law would also apply to any possible rationalization of roles in public sector management.

A partial rationalization of work has already evolved between UNDP and DESA wherein UNDP focuses primarily on legislature-related elements and DESA focuses on the public administration elements. Nevertheless, if rationalization of the supply side is an objective, then it is not evident that these functions need to be housed in two separate UN entities. Here again it must be noted that since UNDP uses DESA as an implementing agency for public administration activities, it is logical that both will, to some measure, show the same areas of activity.

One of UNCDF's main areas of activity is related to local governance and decentralization, which also fits clearly under UNDP's democratic governance priority. UNCDF's structure is however closely integrated with that of UNDP. For the other entities, their activities in public sector management are limited and manifestations of their primary programme mandates.

Appendix H

Issue 7 – Information and Communications Technology

Technical Cooperation Activities in Information & Communications Technology

UNDP	*	**United Nations Development Programme**
Role	*	**Promoting Economic Growth & Social Opportunity through ICT**
Focus	*	A: e-strategies - develop & implement national ICT strategies
	*	B: e-initiatives - strategy implementation & capacity development
	*	C: e-governance - ICT for democratic governance
	*	D: e-grants - Digital Grants Initiative - to support grass roots initiatives in ICT
	*	E: national awareness, promotion & stakeholder campaigns
	*	F: global support initiatives
TC Activity Type	A	workshops & seminars
	*	multi-stakeholder task forces & forums
	*	e-readiness assessments
	*	integrating ICT into key national development priorities
	B	infrastructure, connectivity and access devices
	*	policy, regulatory & network readiness
	*	training to build human resources & network support
	*	content and knowledge resources that are locally relevant
	*	deployment of ICT in priority areas
	C	identification of key areas for ICT deployment in government
	*	creation of new participatory mechanisms
	*	ICT for monitoring processes
	*	municipal/local level government networks & tools
	D	extending capacity, reach and lowering cost of micro-finance initiatives
	*	supporting NGOs that provide ICT training
	*	community initiatives that enhance access & participation
	E	disseminating public information including seminars & workshops
	*	creating/supporting national/local initiatives for knowledge sharing
	*	producing national ICT Human Development Reports
	F	creating/supporting public/private partnerships to support ICT policy & infrastructure development
	*	sharing case studies & technical training materials
	*	global stakeholder campaign to promote support for ICT and development
	*	regional workshops to exchange best practices through regional peer level networks
	*	materials & workshops to educate and promote participation in global ICT governance activities
	*	support for financing the participation of developing countries in global meetings
	*	promoting south-south cooperation in ICT
TC Funding Source	*	UNDP core and supplementary resources
	*	thematic trust fund - ICT for Development
	*	funds in trust

Field Network	*	offices in 131 countries
	*	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	*	extensive linkages within UN, with other inter-governmental, governmental, NGO and private sector organizations
	*	Digital Opportunities Task Force (G8 countries with developing countries, NGOs, private sector
	*	Digital Opportunity Initiative (with Andersen Consulting, Markle Foundation & World Bank)
	*	Global Network Readiness & Resource Initiative (with UN Foundation, IBM, Markle Foundation, World Economic Forum, Harvard University & others)
	*	training partnership with UNV and Cisco Systems
Special Programs	*	ICTD Network - ICT for Development - organizational learning and capacity building
	*	Sustainable Development Networking Program (SDNP) - connectivity & networking issues
	*	Small Islands Developing States Network (SIDSNet)
	*	Netaid.org (on-line programs for development)
	*	Web of Information for Development (WIDE) - database of capacities in developing countries
	*	Asia-Pacific Development Information Program (APDIP) - regional support on polices & initiatives
	*	Internet Initiative for Africa (AII)
UNIFEM	*	**United Nations Development Fund for Women**
Role	*	**Economic Security and Rights for Women**
Focus	*	women's access to ICT to and influence on ICT use and policies
TC Activity Type	*	supporting networks of gender advocates to influence ICT policy, including the World Summit on the Information Society, as well as at national levels
	*	supporting networks of women entrepreneurs to use ICTs to enhance their markets
	*	African Women in the Digital Diaspora initiative to bring ICT leaders from the North to support efforts to bridge the gender digital divide in Africa
	*	partnerships with private sector entities to enhance women's access to ICTs
TC Funding Source	*	core and cost-sharing funds from bi-lateral donors
	*	other UN agencies, private foundations, and NGOs
	*	funding partnerships with the private sector (i.e. CISCO)
Field Network	*	Regional Programme Directors in 15 countries
	*	gender advisor to the Resident Coordinator system in one country
Links - UN/External	*	UN-ICT Task Force
	*	CISCO Systems
	*	UNDP
	*	WINNER (Women in New Networks for Entrepreneurs)
	*	APC-Women's Network, the Gender Caucus for WSIS, and other gender networks
	*	knowledge network of highly qualified technology company African women executives in the diaspora
Special Programs	*	The WINNER project - training to access new markets through the internet

UNV	*	**United Nations Volunteers**
Role	*	**Mobilizing Qualified Volunteers and Promoting Volunteerism**
Focus	*	coordinator of the United Nations Information Technology Service (UNITeS)
	*	improving the capacities of the people & institutions of the South to make practical use of information and communications technologies
Activity Type	*	involving volunteers and promoting volunteerism
	*	matching demand and supply of ICT volunteers
	*	online inventory of resources for ICT volunteers
	*	involving on-line volunteers through the internet
TC Funding Source	*	UNV Special Voluntary Fund
	*	UNDP and other UN agencies
	*	bilateral donor grants, host country contributions
Field Network	*	Works through UNDP field offices which are present in 131 countries
Links - UN/External	*	UNDP and DPKO
Special Programs	*	NetAid Foundation (on-line volunteering service)
World Bank	*	**World Bank**
Role	*	**Information Infrastructure Development**
Focus	*	addressing convergences within an integrated policy framework
	*	assisting in legislative and regulatory reform to promote e-government and e-commerce
	*	promoting pro-poor approaches using overlooked sectors characterized by low cost & wide reach
	*	ensuring sustainability and the development of competitive markets
Activity Type	*	information web-sites, best practices and case studies
	*	technical cooperation support embedded in project/program loans & grants
	*	rolling out ICT at the school, college and adult education levels
	*	skills training through private sector partnerships
	*	training for entrepreneurs & government officials on developing knowledge economy applications & industries
	*	overcome gender inequalities to bridge the digital divide
TC Funding Source	*	loan and grant funds of the World Bank
	*	donor funds in trust
	*	Information for Development Program (infoDEV) - multi-donor grant program
Field Network	*	offices in 100+ member countries
Links - UN/External	*	extensive links into the inter-governmental, governmental and private sectors
Special Programs	*	GenderNet (web site for dissemination of gender related material)
	*	Gender and the Digital Divide Seminar Series

ITC	*	**The International Trade Centre UNCTAD/WTO**
Role	*	**Trade Development & Promotion**
Focus	*	economies in transition
Activity Type	*	e-trade competency
TC Funding Source	*	Programme Budget of the United Nations and the World Trade Organization (approx. 50%)
	*	trust fund contributions and funds-in-trust (approx. 40%)
	*	UNDP (approx. 10%)
Field Network	*	supported by UN Resident Coordinators
	*	developing 'regional hubs' where partner institutions will deliver ITC technical cooperation
Links - UN/External	*	SMEDA - Small and Medium Enterprise Development Authority
Special Programs	*	E-Trade Bridge Program - building e-competency within the business community and national trade support network
DESA	*	**United Nations Department of Economic & Social Affairs**
Role	*	**Public Sector Management**
Focus	*	application of information technology in government operations (e-government)
TC Activity Type	*	advisory services in needs assessment
	*	advisory services in policy analysis and development
	*	analytical studies
	*	assistance in programme design and implementation
	*	human resource development & training
	*	e-TC - ICT as a medium for technical cooperation
	*	ICT for disabilities
TC Funding Source	*	Programme Budget of the UN: regular programme of technical cooperation and development account
	*	donor funds in trust
	*	UNDP
	*	Trust Funds
Field Network	*	UN Resident Coordinators
Links - UN/External	*	extensive links across the UN system, particularly with UNDP & World Bank
	*	UN Committee of Experts for Public Administration
	*	UNICT Task Force (DESA is Secretariat for the Task Force)
Special Programs	*	UN Online Network of Regional Institutions for Capacity Building (UNPAN)
ECE	*	**UN Economic Commission for Europe**
Role	*	**Enhanced Economic Cooperation among Member States**

Focus	•	multi-country or trans-boundary issues
	•	e-governance
	•	standardization of electronic systems used in trade with local adaptation
	•	regulatory harmonization for telecoms based on international standards
	•	geographic focus - landlocked countries (Central Asia countries & Armenia) - conflict affected (South-Eastern European and South Caucasian countries)
Activity Type	•	capacity building (training, workshops, seminars)
	•	project elaboration
	•	fundraising
	•	institutional and policy development
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	UNECE local and/or general trust funds
	•	resources of hosting organizations
	•	other project ad hoc financing mechanisms
Field Network	•	supported by UN Resident Coordinators
Links - UN/External	•	UNDP
Special Programs	•	Linkages with the UNEP-UNCTAD Capacity Building Taskforce on Trade, Environment and Development
	•	Multiplier Point Program
	•	Special Programme for Economies of Central Asia (SPECA) - with ESCAP
ECA	•	**UN Economic Commission for Africa**
Role	•	**Sustainable Socio-economic Development of Member States**
Focus	•	strengthening Africa's capacity in harnessing Information and Communications Technology (ICT) for social and economic development - ICT infrastructure, technical skills, policy & regulatory environments, content & application strategies
Activity Type	•	on-demand regional advisory services
	•	training workshops and seminars
	•	fellowships
	•	field projects oriented to national capacity building and sharing of best practices
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	funds in trust
Field Network	•	5 Sub-regional Development Centres
	•	support from UN Resident Coordinators
Special Programs	•	The African Information Society Initiative (AISI)
	•	Partnership for Information and Communication Technologies in Africa (PICTA)
	•	Information Technology Centre for Africa (ITCA)
	•	The African Development Forum (ADF)
	•	Africa Knowledge Networks Forum (AKNF)

ESCAP	*	**UN Economic and Social Commission for Asia and the Pacific**
Role	*	**Development through Regional & Subregional Cooperation & Integration**
Focus	*	information, communications and space technology - remote sensing, GIS & satellite based positioning - satellite communication applications - meteorological satellite applications and natural hazards monitoring
	*	space sciences and technology applications
	*	bridging the gender digital divide
	*	promoting the creation of enabling ICT policy and regulatory environment and strengthening institutional capacity to facilitate national ICT development
Activity Type	*	assistance in creating an enabling environment for ICT development
	*	enhancing regional cooperation and integration of satellite-based ICT applications
	*	advisory services on ICT national policy and strategies on demand, training workshops and seminars
TC Funding Source	*	Programme Budget of the UN: regular programme of technical cooperation and development account
	*	funds in trust
Field Network	*	ESCAP Pacific Operations Centre
	*	ESCAP Asia and Pacific Centre for Technology Transfer
	*	Support from Resident Coordinators
Special Programs	*	Regional Space Applications Programme for Sustainable Development (RESAP)
ECLAC		**UN Economic Commission for Latin America and the Caribbean**
Role	*	**Economic & Social Development of the Region**
Focus	*	policies to promote innovation and diffusion of technological progress
	*	IT as a "leapfrogging" tool for development
	*	establishment of a Regional Observatory for the Information Society to provide sound, reliable and comparable ICT data
Activity Type	*	provision of technical advice by specialized staff
	*	developing, hosting and management of databases
	*	networks development
TC Funding Source	*	Programme Budget of the UN: regular programme of technical cooperation and development account
	*	multilateral and bilateral contributions
Field Network	*	2 sub-Regional Headquarters & 4 country offices
	*	support from UN Resident Coordinators
Links - UN/External	*	UN ICT Task Force Latin American and Caribbean regional network (LACNET)
	*	Institute for Connectivity in the Americas (ICA)
	*	Pan-Americas (ICT4D IDRC)
	*	World Bank, Infodev

ESCWA	•	**UN Economic and Social Commission for West Asia**
Role	•	**Development through Regional & Subregional Cooperation & Integration**
Focus	•	promoting national vision for ICT policies
	•	elaborating E-governance projects to enhance reform of public administration
	•	promoting Arabic content and standards on digital networks
	•	creating an ICT sector
Activity Type	•	assistance in the formulation of relevant ICT policies & harmonization at regional level
	•	assistance in generation, digitalization, dissemination & networking of information in Arabic
	•	technology incubators - SMEs for goods and services in the ICT field
	•	dissemination of information on latest ICT technologies for the blind
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	Arab Fund for Economic & Social Development, Islamic Development Bank
	•	project funding from bilateral donors
Field Network	•	none
Links - UN/External	•	UNDP, UNESCO
	•	public and private sector links

Discussion

'Information and communications technology (ICT) has become an indispensable tool in the fight against world poverty. ICT provides developing nations with an unprecedented opportunity to meet vital development goals such as poverty reduction, basic healthcare, and education far more effectively than before. Those nations that succeed in harnessing the potential of ICT can look forward to greatly expanded economic growth, dramatically improved human welfare, and stronger forms of democratic government'.[5]

All United Nations entities use ICT in their programme delivery systems and incorporate its applicable components into their technical cooperation activities. The table above therefore deals only with those entities who have specifically identified programmes or projects designed specifically to achieve the ICT goals of their clients.

Again the pattern is similar to that identified under previous issues. ICT is one of the six sectoral priorities of UNDP. It covers a broad range of ICT applications and its sectoral strategy is based on building extensive external (to the UN) linkages and its knowledge network. Entities such as UNIFEM, UNV and ITC are in the area because it is a logical component of their broader mandates. Similarly, the regional commissions are involved because of the important regional implications of these technologies. DESA focuses primarily on ICT applications for government and therefore links its ICT involvement to its public sector management mandate. DESA

[5] Driving Information and Communications Technology for Development. A UNDP Agenda for Action 2000-2001.

also utilizes ICT extensively in other areas of technical cooperation such as statistics and population.

Once again, the major potential area for rationalization would appear to be between the UNDP and DESA. Any rationalization of the existing collaborative arrangements between UNDP and DESA on public sector management would also be relevant to ICT.

Appendix I

Issue 8 – Landmines

Technical Cooperation Activities Related to Landmines

UNDP	• **United Nations Development Program**
Role	• **Crisis Prevention and Recovery**
Focus	• **Effective and Coordinated Approaches to the Landmine Problem**
Activity Type	• establishing and sustaining national Mine Action Centres • implementing Landmine Impact Surveys and using results to develop national strategic plans • setting up or launching information management systems • creating national legislative frameworks • developing resource mobilization strategies • management training courses • socio-economic reintegration of landmine victims
TC Funding Source	• donor funds in trust • UNDP Thematic Trust Fund for Crisis Prevention and Recovery • UNDP core budget (up to 5% of core resources for all Crisis Prevention & Recovery activities)
Field Network	• offices in 131 countries • Mine Action Program Managers in 20 of UNDP's country offices • 9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	• UNMAS, UNICEF, UNOPS • member of the Inter-Agency Coordination Group for Mine Action • national and international NGOs involved in mine action
Special Programs	• Adopt-A-Minefield • Mine Action Exchange Programme
UNICEF	• **United Nations Children's Fund**
Role	• **For Every Child - Health, Education, Equality, Protection**
Focus	• UN focal point on mine action awareness education • advocacy for mine action and assistance to mine victims
Activity Type	• ensuring, and sometimes implementing, mine awareness education programmes • advocacy for a total ban on antipersonnel landmines - including promotion of the Antipersonnel Mine Ban Convention • assistance to landmine victims as part of broader work in areas of disability and child protection
TC Funding Source	• regular and supplementary resources of UNICEF

Field Network	•	200+ field offices
	•	8 regional offices
Links - UN/External	•	member of the Inter-Agency Coordination Group for Mine Action
	•	Red Cross & Red Crescent Movement
	•	extensive links with international and local NGOs
World Bank	•	**World Bank**
Role	•	**Reconstruction in Post-conflict Countries**
Focus	•	demining as a critical prerequisite for reconstruction
Activity Type	•	technical cooperation support embedded in project/program lending
TC Funding Source	•	loan and grant funds of the World Bank
Field Network	•	offices in 100+ member countries
UNHCR	•	**United Nations High Commissioner for Refugees**
Role	•	**Protecting Refugees**
Focus	•	advocacy, risk reduction and pursuance of coordinated international systems
Activity Type	•	education on mine awareness through specialized implementing partners
TC Funding Source	•	regular and supplementary resource contributions to UNHCR
	•	regular budget of the United Nations
	•	a variety of intergovernmental, private foundation, NGO and other private donors
Field Network	•	one or more offices in approximately 120 countries
Links - UN/External	•	UNICEF, WFP, WHO, ILO, UNDP, OCHA, OHCHR, DESA, DPKO, World Bank
	•	Red Cross & Red Crescent Movement
	•	IOM and 500+ NGOs
	•	International Institute of Humanitarian Law
	•	Women's Commission for Refugee Women and Children
OCHA	•	**Office for the Coordination of Humanitarian Affairs**
Role	•	**Mobilizing and Coordinating Humanitarian Action**
Focus	•	policy development
	•	humanitarian advocacy
	•	co-ordination of assistance
TC Activity Type	•	dissemination of information on the humanitarian implications of landmines

TC Funding Source	• regular budget of the United Nations • voluntary contributions from donors - Trust Fund for Strengthening the Office of the Coordinator - OCHA Trust Fund for Disaster Relief - other trust funds
Field Network	• UN Resident Coordinators • 4 Regional Disaster Response Advisors
Links - UN/External	• interacts with all UN agencies involved in disaster preparedness or response • extensive range of external contacts with organizations involved in disasters
Special Programs	• Integrated Regional Information Network (IRIN) • ReliefWeb • Humanitarian Information Network
DPKO / UNMAS	• **United Nations Mine Action Service**
Role	• **UN Focal Point for Mine Action**
Focus	• coordinating all aspect of mine action within the UN system • operational in the context of humanitarian emergencies and peacekeeping operations
Activity Type	• policy development & coordination, guideline & strategies • assessment & monitoring of the landmine threat, particularly through assessment missions • information management and dissemination • maintenance and promotion of technical and safety standards • advocacy and convention implementation, to help eliminate the humanitarian threat • resource mobilization
TC Funding Source	• voluntary contributions to the Voluntary Trust Fund for Assistance in Mine Action (VTF) • some regular budget funding
Field Network	• supported by the field networks of cooperating parties such as UNDP, UNICEF, DPKO
Links - UN/External	• close daily working relationships with UNDP, UNICEF, UNOPS • close working relationships with WFP, UNHCR, OCHA, DDA, OHCHR, World Bank, WHO, FAO - these eleven + UNMAS make up the Inter-Agency Coordination Group for Mine Action • extensive linkages with NGOs • Geneva International Centre for Humanitarian Demining (GICHD) • Steering Committee on Mine Action (SCMA) - with NGOs • Red Cross & Red Crescent Movement
Special Programs	• Electronic Mine Information Network (E-MINE) • International Mine Action Standards (IMAS) with the GICHD • Information Management System for Mine Action (IMSMA), in support of the GICHD

Discussion

The United Nations Mine Action Service (UNMAS) was formed in October 1997 to serve as the UN focal point for mine action. In 1998 the United Nations developed a mine action policy clearly defining the roles and responsibilities of each part of the UN system on mine action. In 2001, the Inter-Agency Coordination Group for Mine Action developed the United Nations Mine Action Strategy for 2001-2005, In 2003 this strategy was revised and the revised strategy is being presented to the 58th Session of the General Assembly.

The key elements of 1) focal point for United Nations action (UNMAS), 2) mine awareness education (UNICEF), 3) dissemination of information and advocacy on the humanitarian implications (OCHA) and 4) addressing the socio-economic consequences (UNDP) are located in four different United Nations agencies or departments in New York.

Various operational activities of a non-technical cooperation nature, perhaps more understandably, are located in 1) UNICEF (rehabilitation of victims), 2) WHO (victim assistance), 3) WFP (clearance activities to provide food assistance), and 4) UNMAS (clearance in support of peacekeeping and humanitarian actions).

There would appear to be legitimate reasons for keeping victim assistance and clearance operations in their current hands. The focal point, education and advocacy, dissemination of information, and socio-economic assessment and response, might however benefit from being located in a single organization. Further work will be undertaken in this area.

Appendix J

Issue 9 – HIV/AIDS

Technical Cooperation Activities Related to HIV/AIDS

UNDP	•	**United Nations Development Program**
Role	•	**Creating an Enabling Policy, Legislative & Resource Environment for the Campaign**
Focus	A	advocacy and policy dialogue
	B	capacity development
	C	mainstreaming into development strategies and planning
	D	human rights as a normative and ethical framework for the response to HIV/AIDS
	E	information & multi-media technology for large scale information and awareness-raising
Activity Type	A	assisting in the preparation of National Human Development Reports focusing on HIV/AIDS
	•	assisting in national policy dialogues to build consensus on priorities, policies, actions
	•	advocacy and advisory services focusing on specific policy issues
	•	assistance in building stakeholder networks
	•	promoting the full participation of community-based groups and NGOs
	B	assisting in building inclusive and proactive national leadership
	•	management, human resource development and budgeting in sectoral ministries, central agencies & parliamentary committees
	•	assistance in developing national strategic AIDS plans
	•	assistance in policy development to address social, economic & sectoral impacts
	•	assistance in developing strategies to address factors that make individuals particularly vulnerable
	•	assistance in developing responses to address the loss of human resources and institutional capacity
	•	assistance in building capacities to ensure continuity of essential government services
	C	assistance in integrating HIV/AIDS into all development planning & resource allocation processes
	•	assistance in using debt relief savings for HIV prevention and care
	•	reorienting UNDAF/CCA processes to respond to the HIV/AIDS crisis
	•	assistance in developing strategies supportive of caregivers
	•	dissemination of sector-relevant tools & checklists for mainstreaming prevention & mitigation
	D	advocacy for a value/rights based, gender sensitive approach to AIDS
	•	support for organizations and networks of people living with HIV/AIDS
	•	advice on legal reforms and anti-discrimination legislation
	•	support in implementation of HIV/AIDS related human rights conventions, including CEDAW
	•	support for human rights groups working on HIV/AIDS
	E	support in integrating HIV/AIDS concerns with Ministries of Information
	•	policy advice on expanding services that share best practices
	•	support in design and implementation of communication strategies
	•	support in using information networks and advocates to spur involvement of civil society & government
TC Funding Source	•	UNDP core and supplementary funding
	•	UNDP Thematic Trust Fund for HIV/AIDS
	•	UNAIDS
	•	Global Fund to Fight AIDS, Tuberculosis and Malaria

Field Network	*	offices in 131 countries
	*	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	*	cosponsor of UNAIDS
	*	Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa (AMICAALL)
UNICEF	*	**United Nations Children's Fund**
Role	*	**For Every Child - Health, Education, Equality, Protection**
Focus	*	fighting HIV/AIDS - prevention among young people - prevention of mother-to-child transmission - care and support for orphans and children in HIV/AIDS affected families - care and support for people living with HIV/AIDS
Activity Type	*	technical support
	*	training of technicians and counselors
	*	supply procurement and guidelines
	*	assistance in research and policy development
	*	direct assistance to communities and NGOs for the care of orphans
TC Funding Source	*	regular and supplementary resources of UNICEF
	*	UNAIDS
Field Network	*	200+ field offices
	*	8 regional offices
Links - UN/External	*	cosponsor of UNAIDS
	*	UNICEF National Committees in 37 countries
Special Programs	*	Right to Know, Able to Act: HIV/AIDS and Young People
	*	Fight HIV: Voices of Youth - global discussion on HIV/AIDS
	*	UNICEF Innocenti Research Centre
UNFPA	*	**United Nations Population Fund**
Role	*	**Integrating Prevention into Reproductive Health Programming**
Focus	*	preventing HIV infections in young people
	*	condom (both male & female) programming for STI/HIV prevention
	*	preventing HIV infections in pregnant women
Activity Type	*	Advocacy - awareness about HIV/AIDS - prevention with focus on UNFPA core areas - women / girls vulnerability - male involvement
	*	capacity building - information

		- education - services - behavioral change communication - commodities
	•	knowledge management - population-based data - documenting good practices - knowledge sharing - monitoring & evaluation
TC Funding Source	•	regular and supplementary resources of UNFPA
	•	UNAIDS
Field Network	•	104 field offices
	•	Country Technical Services teams (with partner agencies) in 9 countries
Links - UN/External	•	UNAIDS cosponsor
Special Programs	•	Technical Advisory Programme
UNIFEM	•	**United Nations Development Fund for Women**
Role	•	**Incorporation of Gender & Human Rights Dimensions in HIV/AIDS Policies & Programs**
Focus	•	making women central to every strategy in the fight against HIV/AIDS
	•	enhancing the understanding of governments, advocates and UN partners of the intersection between human rights, gender, and HIV/AIDS to strengthen responses to the epidemic
Activity Type	•	advocacy and awareness raising on the gender and human rights dimensions of the pandemic
	•	developing and testing innovative approaches for strengthening gender-responsive HIV/AIDS prevention, treatment and care strategies at the country level
	•	training courses, information dissemination and manual on the gender dimensions of HIV/AIDS
TC Funding Source	•	core and cost-sharing funds from bi-lateral donors
	•	UN Fund for Human Security
	•	other UN agencies, private foundations, and NGOs
Field Network	•	Regional Programme Directors in 15 countries
	•	regional thematic advisors on peace and security (3) and HIV/AIDS (1)
	•	gender advisor to the Resident Coordinator system in one country
Links - UN/External	•	MOU with UNAIDS
	•	Inter-Agency Task Team on Gender and HIV/AIDS
	•	Support and cooperation with networks of HIV+ women
	•	Cooperation with UNFPA and UNDP

UNV	*	**United Nations Volunteers**
Role	*	**Mobilizing Qualified Volunteers and Promoting Volunteerism**
Focus	*	provision and mobilization of volunteers to help fight HIV/AIDS and to help care for those infected and for their families
Activity Type	*	assistance in building local initiatives to help prevent the spread of HIV/AIDS
	*	assistance in building local initiatives to help care for those infected and for their families
	*	assistance in local initiative to lessen the stigma, neglect and ostracism associated with HIV/AIDS
	*	volunteers as peer counselors and educators
	*	assistance in developing income generating activities and accessing small grants
TC Funding Source	*	UNV Special Voluntary Fund
	*	UNDP, UNAIDS, and other UN agencies
	*	bilateral donor grants, host country contributions
Field Network	*	Works through UNDP field offices which are present in 131 countries
Links - UN/External	*	UNDP, UNAIDS
	*	local & international NGOs, networks of people living with AIDS, national aids programmes
UNAIDS	*	**Joint United Nations Programme on HIV/AIDS**
Role	*	**Ensuring a Coordinated Response by the UN System to HIV/AIDS**
Focus	*	leadership and advocacy for effective action on the epidemic
	*	strategic information required to guide the efforts of partners
	*	tracking, monitoring and evaluation of the epidemic and actions responding to it
	*	civil society engagement and partnership development
	*	financial, technical and political resource mobilization
Activity Type	*	strengthening national capacity by: - strengthening UNAIDS capacity at the country level - intensifying advocacy at the country level - increasing technical support to countries - accelerating partnership cultivation and mobilization at the country level - mobilizing key sectors (education, health, world of work and other key sectors)
	*	accelerating global and regional responses by: - intensifying advocacy at the country level - mobilizing key actors - seizing key opportunities such as global, international & regional intergovernmental forums & conferences
	*	improving the coordination and effectiveness of the UN system response by: - improving the accountability & effectiveness of country level HIV/AIDS Theme Groups - coordinating and monitoring the response
	*	protecting and promoting human rights by: - strengthening advocacy - engaging people living with HIV/AIDS - intensifying efforts to promote gender perspectives in the response to HIV/AIDS

TC Funding Source	•	core and supplementary contributions to UNAIDS
	•	core and supplementary contributions to the UNAIDS cosponsors
	•	a variety of NGO and private sector sources
Field Network	•	UN Resident Coordinators
	•	additional support from the field office personnel of the cosponsoring agencies
	•	UNAIDS Secretariat staff support for UN HIV/AIDS Theme Groups in 60 countries
Links - UN/External	•	extensive linkages with cosponsors and other entities of the UN
	•	the International Federation of Red Cross and Red Crescent Societies
	•	a variety of national and international NGOs
	•	The International Council of AIDS Services Organizations (ICASO), The Global Network of People Living with HIV/AIDS, the International Community of Women Living with HIV/AIDS, Global Research Network on HIV Prevention among Drug Users, the International Treatment Access Coalition, the International AIDS Society, and many others
Special Programs	•	The International Partnership Against AIDS in Africa
World Bank	•	**World Bank**
Role	•	**Delivering Basic Programs of Prevention, Care, Support, Treatment & Mitigation**
Focus	•	advocacy to stimulate demand for action against the epidemic
	•	combining prevention with care, support, and treatment
	•	expanding financial and technical resources to mainstream HIV/AIDS into all sectors
	•	expanding and disseminating knowledge to help countries design and manage programs
	•	mainstreaming HIV/AIDS into all relevant country strategies and project design
TC Activity Type	•	information web-sites, best practices and case studies
	•	technical cooperation support embedded in project/program lending & grants
	•	assistance in health policy formulation
	•	assistance in building capacity for monitoring & evaluation
TC Funding Source	•	loan and grant funds of the World Bank
Field Network	•	offices in 100+ member countries
Links - UN/External	•	the World Bank is a cosponsor of UNAIDS
	•	extensive links with other UNAIDS cosponsors, multilateral organizations, bilateral donors, the private sector, NGOs and foundations
	•	International Partnership Against AIDS in Africa (IPAA)
Special Programs	•	Multi Country AIDS Program for Africa (MAP)
	•	UNAIDS
	•	The Global HIV/AIDS Program
	•	AIDS Campaign Team for Africa (ACT Africa)

UNHCR	*	**United Nations High Commissioner for Refugees**
Role	*	**Protecting Refugees**
Focus	*	educating refugee children and youth on HIV/AIDS
Activity Type	*	integration of HIV/AIDS education into schools in refugee settings
	*	advocacy for and assistance in the integration of reproductive health and HIV/AIDS care into refugee programmes
TC Funding Source	*	regular and supplementary resource contributions to UNHCR
	*	regular budget of the United Nations
	*	a variety of intergovernmental, private foundation, NGO and other private donors
Field Network	*	one or more offices in approximately 120 countries
Links - UN/External	*	UNICEF, WFP, WHO, ILO, UNDP, OCHA, OHCHR, DESA, DPKO, World Bank
	*	Red Cross & Red Crescent Movement
	*	IOM and 500+ NGOs
	*	International Institute of Humanitarian Law
	*	Women's Commission for Refugee Women and Children
UNODC	*	**United Nations Office on Drugs and Crime**
Role	*	**Addressing HIV/AIDS Among Injecting Drug Users (IDUs)**
Focus	*	reduction of HIV/AIDS through the development of national strategies, policies and programmes aimed at protecting and promoting the health of IDUs
TC Activity Type	*	supporting diversification of HIV prevention and care services to IDUs
	*	implementing inter-agency projects on drug dependence treatment
	*	strengthening civil society organizations working with high risk groups
	*	identifying and disseminating best practices in drug use and HIV/AIDS prevention
	*	strengthening government bodies and NGOs in mounting effective intervention programmes
TC Funding Source	*	UNAIDS
	*	voluntary contributions from government donors
	*	Programme Budget of the UN: regular programme of technical cooperation and development account
Field Network	*	22 regional offices
Links - UN/External	*	UNODC is a cosponsor of UNAIDS
OHCHR	*	**Office of the High Commissioner for Human Rights**
Role	*	**Promotion and Protection of Human Rights and Fundamental Freedoms**
Focus	*	an effective and sustainable human rights based approach to HIV/AIDS

Activity Type	•	supporting the adoption of a human rights approach to HIV/AIDS across the UN system
	•	assisting national human rights bodies to be involved in HIV/AIDS activities at the country level
TC Funding Source	•	regular budget of the United Nations
	•	voluntary donations from governments, NGOs, foundations & other private donors
	•	Voluntary Fund for Technical Cooperation in the Field of Human Rights
Field Network	•	UN Resident Coordinators
	•	regional representatives in six countries
	•	monitoring offices in six countries
Links - UN/External	•	UNAIDS, UNICEF, UNDP, UNHCR, WHO, ILO and other UN entities
	•	other national & regional organizations, national institutions, AIDS service organizations, and NGOs.
UN-HABITAT	•	**United Nations Human Settlements Programme**
Role	•	**Urban Governance**
Focus	•	the Urban Management Programme
TC Activity Type	•	development of urban management frameworks and tools with HIV/AIDS as a critical area
	•	capacity building at the regional level through expert panels & workshops & institutional anchoring
TC Funding Source	•	UNDP
	•	donor funds in trust
	•	private foundations
Field Network	•	four regional and two sub-regional offices (six in total)
Links - UN/External	•	joint programme with UNDP and the World Bank
ESCAP	•	**UN Economic and Social Commission for Asia and the Pacific**
Role	•	**Development through Regional & Subregional Cooperation & Integration**
Focus	•	integrated health & social services for youth; including - HIV/AIDS prevention, care & support - drug abuse - combating sexual abuse and sexual exploitation
Activity Type	•	assistance in developing and implementing a regional programme on advocacy and capacity building for expansion of multiministerial responses and youth-focused HIV/AIDS prevention
	•	developing, strengthening & disseminating policy and programme guidelines
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	technical cooperation trust funds
Field Network	•	Support from UN Resident Coordinators
Links - UN/External	•	UNAIDS, civil society partners

ECA	*	**UN Economic Commission for Africa**
Role	*	HIV/AIDS and Development
Focus	*	advocacy and policy dialogue
	*	capacity development training on gender aspects
	*	mainstreaming into development strategies and planning
	*	information & multi-media technology for large scale information and awareness-raising
Activity Type	*	assisting in national policy dialogues to build consensus on priorities, policies, actions
	*	Advocacy and advisory services focusing on specific policy issues
	*	Assistance in research and policy development
	*	assisting in building inclusive and proactive national leadership
	*	Support in integrating HIV/AIDS concerns with Ministries of Information
	*	Policy advice on expanding services that share best practices
	*	Accelerating global and regional responses: - intensifying advocacy at the country level - mobilizing key actors - seizing key opportunities such as global, international, and regional intergovernmental forums and conferences
TC Funding Source	*	ECA core funding
	*	UNAIDS, SPPD program of UNDP
Field Network	*	SROS in North Africa, East Africa, West Africa, Central Africa, and Southern Africa
Links- External/UN	*	UNAIDS, UNDP, World Bank, ADB, AU
Special Programs	*	Commission on HIV AIDS and Governance in Africa

Discussion

The United Nations system's experience in dealing with the HIV/AIDs pandemic provides many valuable lessons on the overall objective of achieving coherence when specialized roles are being played by so many different entities – both within and outside of the United Nations system. It must first be noted that UNAIDS is not just the UNAIDS Secretariat. UNAIDS is a joint programme of its eight cosponsors. The term 'UNAIDS' therefore includes both its Secretariat and the HIV/AIDS activities of the eight cosponsoring agencies.

The Five Year Evaluation of UNAIDS (UNAIDS/PCB(13)/02.2) highlights a number of issues that are relevant in terms of further enhancing the coordination efforts of UNAIDS, but can also serve as a valuable framework for examining the issues inherent in coordination of the supply of technical assistance.

The major UN entities acting in the area of HIV/AIDS as outlined in the table above are all cosponsors of UNAIDS. The other entities shown are all involved as logical components of their special mandates. This report can add little to the careful and considered review, by both the governing bodies and management of all of the cosponsors, of the recommendations of the UNAIDS Five Year Evaluation Report that is currently underway.

Appendix K

Issue 10 – Women and Gender

Technical Cooperation Activities Related to Women & Gender

UNDP	•	**United Nations Development Programme**
Role	•	**Gender Equality and the Empowerment of Women**
Focus	•	pro-poor policies and programmes to reach the MDGs
	•	promoting an enabling policy environment for gender responsive action and the empowerment of women
	•	building partnerships and a community of knowledge to support countries in gender programming
Activity Type	•	integrating gender equality as a core objective of all priority programme areas
	•	coordinating UN response to countries' development efforts towards reaching the MDGs including Goal 3
	•	en-gendering poverty reduction strategies
	•	national capacity development: - gender analysis of macro-economic policies - poverty - governance - HIV/AIDS - environment & energy - crisis, recovery and women's human rights - ICT for development
TC Funding Source	•	UNDP core and supplementary resources
Field Network	•	offices in 131 countries
	•	9 Sub-Regional Resource Facilities (SURFs)
Links - UN/External	•	extensive links internally with the entire UN system, and externally
	•	UN Interagency Network on Gender Equality
UNICEF	•	**United Nations Children's Fund**
Role	•	**For Every Child - Health, Education, Equality, Protection**
Focus	•	girls' education
	•	promoting women's empowerment and their full & equal participation in all spheres of society
	•	promoting an end to harmful traditions and prejudices regarding gender
Activity Type	•	assistance in preparing national reports to Committee on the Elimination of Discrimination against Women
	•	facilitating access to credit, management training to promote economic self-reliance
	•	technical and direct support for girls education
	•	variety of support for anti female genital mutilation activities
	•	information sharing for advocacy against early marriage

TC Funding Source	*	regular and supplementary resources of UNICEF
Field Network	*	200+ field offices
	*	8 regional offices
Links - UN/External	*	The Partnership on Sustainable Strategies for Girls Education (with DFID & World Bank)
	*	UNICEF National Committees in 37 countries
Special Programs	*	UNICEF Innocenti Research Centre
UNFPA	*	**United Nations Population Fund**
Role	*	**Increasing Gender Equality and Access to Reproductive Health**
Focus	*	good reproductive health for all
	*	balancing population dynamics and social and economic development
	*	gender equality and the empowerment of women
Activity Type	*	assistance in improving accessibility and quality of reproductive health services
	*	assistance in addressing practices that are harmful to women's health
	*	assistance in building national development & sectoral plans to meet ICPD Programme of Action
	*	assistance in data base development for sex-disaggregated population-related data
	*	assistance in providing increased information on gender issues
TC Funding Source	*	regular and supplementary resources of UNFPA
Field Network	*	104 field offices
	*	Country Technical Services teams (with partner agencies) in 9 countries
Links - UN/External	*	Technical Advisory Services specialists posted at HQs of ILO, FAO, UNESCO, WHO, UNIFEM, UNAIDS and the regional commissions
	*	UNFPA - United Nations agency strategic partnership programme
Special Programs	*	Technical Advisory Programme
UNIFEM	*	**United Nations Development Fund for Women**
Role	*	**Innovator and Catalyst for Gender Equality at the Country Level and Across the UN System**
Focus	*	promoting women's economic security and rights
	*	strengthening women's leadership in governance and peace-building
	*	promoting women's human rights and eliminating violence against women, including in the context of HIV/AIDS
Activity Type	*	advocacy to put gender equality and women's rights issues on the policy agenda
	*	capacity building of women's organizations and networks to advocate for gender equality and women's rights
	*	building partnerships between governments, civil society, and UN agencies in support of gender equality
	*	piloting and testing innovative approaches to mainstreaming gender and strengthening women's human rights
	*	building a knowledge base on successful strategies for achieving gender equality

TC Funding Source	•	bi-lateral donors contributions to core, cost-sharing and trust funds
	•	private foundations, including the UN Foundation and international NGOs
	•	contributions from UNIFEM National Committees
Field Network	•	Regional Programme Directors in 15 countries
	•	regional thematic advisors on peace and security (3) and HIV/AIDS (1)
	•	gender advisor to the Resident Coordinator system in one country
Links - UN/External	•	An associated fund of UNDP working in close association with UNDP
	•	Global MOUs with UNAIDS and IOM; region-specific MOUs with other UN organizations
	•	Co-chair with UNFPA of Inter-Agency Task Team on gender and HIV/AIDS
	•	National Committees for UNIFEM in 19 countries
	•	Chair of Taskforce on CCA/UNDAF for UN Interagency Network on Gender Equality
	•	Member of UN ICT Task Force and Taskforces 1 and 3 of the Millennium Project
UNV	•	**United Nations Volunteers**
Role	•	**Mobilizing Qualified Volunteers and Promoting Volunteerism**
Focus	•	provision and mobilization of volunteers to help bring about equality and development for women
Activity Type	•	assistance in gender mainstreaming within the UN system
	•	assistance in ensuring that gender equality concerns are considered in all policy, programme, administrative and financial activities and in organizational procedures
	•	mobilizing women to be more active in politics, the economy and culture
TC Funding Source	•	UNV Special Voluntary Fund
	•	UNDP and other UN agencies
	•	bilateral donor grants, host country contributions
Field Network	•	works through UNDP field offices which are present in 131 countries
Links - UN/External	•	Extensive with other UN agencies, MDBs, NGOs & community base organizations
UNAIDS	•	**Joint United Nations Programme on HIV/AIDS**
Role	•	**Ensuring a Coordinated Response by the UN System to HIV/AIDS**
Focus	•	women and girls as most vulnerable to the epidemic
	•	strategic information required to guide the efforts of partners
	•	tracking, monitoring and evaluation of the epidemic and actions responding to it
	•	civil society engagement and partnership development
	•	financial, technical and political resource mobilization
Activity Type	•	supporting resource mobilization and programming for actions that aim to provide girls and women with better livelihood options including: - sustained school enrollment - legal protection - workplace security - targeted social and health care services

	•	supporting activities that strengthen the resilience of women and their ability to protect the health and livelihood of their families
	•	supporting activities that help to protect sex workers
TC Funding Source	•	core and supplementary contributions to UNAIDS
	•	core and supplementary contributions to the UNAIDS cosponsors
	•	a variety of NGO and private sector sources
Field Network	•	UN Resident Coordinators
	•	additional support from the field office personnel of the cosponsoring agencies
	•	UNAIDS Secretariat staff support for UN HIV/AIDS Theme Groups in 60 countries
Links - UN/External	•	extensive linkages with cosponsors and other entities of the UN
	•	the International Federation of Red Cross and Red Crescent Societies
	•	a variety of national and international NGOs
	•	The International Council of AIDS Services Organizations (ICASO), The Global Network of People Living with HIV/AIDS, the International Community of Women Living with HIV/AIDS, Global Research Network on HIV Prevention among Drug Users, the International Treatment Access Coalition, the International AIDS Society, and many others
Special Programs	•	The International Partnership Against AIDS in Africa
World Bank	•	**World Bank**
Role	•	**Gender Responsive Actions to Reduce Poverty & Promote Economic Growth**
Focus	•	strategic mainstreaming
	•	universal diagnosis
	•	selective interventions
Activity Type	•	information web-sites, best practices and case studies
	•	technical cooperation support embedded in project/program lending - girls' education - health, nutrition & population - agriculture, water & sanitation, energy, transportation, community development & legal reform
	•	Country Gender Assessment (CGA) to be prepared for all active borrowing countries - critical feature - must identify gender-responsive actions important for poverty reduction and economic growth
	•	overcome gender inequalities to bridge the digital divide
TC Funding Source	•	loan and grant funds of the World Bank
	•	donor funds in trust
	•	GENFUND - Norwegian Government Trust Fund for Gender Mainstreaming in the World Bank
Field Network	•	offices in 100+ member countries
Links - UN/External	•	The Partnership on Sustainable Strategies for Girls Education (with DFID & UNICEF)
	•	extensive with governments, NGOs, UN agencies and other donors
	•	External Gender Consultative Group
	•	MENA (Middle East & North Africa) Consultative Council on Gender

	• OECD-DAC Working Party on Gender • UN Commission on the Status of Women
Special Programs	• Gender & Development Board (GAD) • GenderNet (web site for dissemination of gender related material) • Gender and the Digital Divide Seminar Series
UNHCR	• **United Nations High Commissioner for Refugees**
Role	• **Protecting Refugees**
Focus	• protecting refugee women
Activity Type	• developing and testing activities to prevent and respond to sexual violence against refugee women in camps • multisectoral activities to address sexual and gender based violence • empowering refugee and returnee women to participate in conflict resolution and peace building initiatives • training for staff and refugees to strengthen the protection of women • dissemination of good practices
TC Funding Source	• regular and supplementary resource contributions to UNHCR • regular budget of the United Nations • a variety of intergovernmental, private foundation, NGO and other private donors
Field Network	• one or more offices in approximately 120 countries
Links - UN/External	• UNICEF, WFP, WHO, ILO, UNDP, OCHA, OHCHR, DESA, DPKO, World Bank • Red Cross & Red Crescent Movement • IOM and 500+ NGOs • International Institute of Humanitarian Law • Women's Commission for Refugee Women and Children
OHCHR	• **Office of the High Commissioner for Human Rights**
Role	• **Promotion and Protection of Human Rights and Fundamental Freedoms**
Focus	• the human rights dimensions of gender inequality, including - sexual and reproductive rights - harmful traditional practices
Activity Type	• supporting the adoption of a human rights approach to gender mainstreaming across the UN system • supporting the activities of the Gender Network and establishing additional institutional mechanisms • training of staff members and sensitizing mandate-holders of the human rights mechanisms • tools for the inclusion of women's rights issues in programming at the country level • assistance in developing legislation, programmes and policies that address exposure of migrant women in particular to harmful traditional practices • assistance to civil society actors in effectively monitoring and advocating on human rights issues • global project to strengthen human rights education programmes

	*	human rights training for peacekeepers
	*	assistance to states and inter-governmental agencies on anti-trafficking initiatives and legal instruments
TC Funding Source	*	Programme Budget of the UN: regular programme of technical cooperation and Development Account
	*	voluntary donations from governments, NGOs, foundations & other private donors
	*	Voluntary Fund for Technical Cooperation in the Field of Human Rights
Field Network	*	UN Resident Coordinators
	*	regional representatives in six countries
	*	monitoring offices in six countries
Links - UN/External	*	DPKO, DPA, UNOPS and other UN entities
	*	Human Rights Committee; Committee on Economic, Social and Cultural Rights; Committee on the Elimination of Racial Discrimination; Committee against Torture; Committee on the Rights of the Child
Special Programs	*	UNDP/OHCHR Joint Programme for Human Rights Strengthening (HURIST)
DESA	*	**United Nations Department of Economic & Social Affairs** **Division for the Advancement of Women**
Role	*	**Gender Issues & the Advancement of Women**
Focus	*	gender mainstreaming
	*	women and peace-building
	*	human rights of women, trafficking in women and violence against women
	*	technological change and gender equality
	*	ratification, reporting and implementation of CEDAW
	*	women and political decision-making
	*	gender sensitive planning & budgeting
Activity Type	*	assistance in ratifying and implementing CEDAW - capacity building on reporting obligations - judicial colloquiums for lawyers and judges
	*	capacity building for national machineries
	*	assistance in enhancing role of women in post-conflict peace-building
	*	ICT development and capacity building
	*	gender mainstreaming capacity building
	*	training and networking support on peace-building
TC Funding Source	*	Programme Budget of the United Nations - Development Account and Section 21
	*	UNDP
	*	donor funds in trust
Field Network	*	supported by UN Resident Coordinators & Regional Commissions
Links - UN/External	*	UNDP, UNIFEM, OHCHR, Regional Commissions, IPU
	*	national machineries for women
	*	CEDAW Committee (23 experts)
	*	African Committee on Women, Peace and Development
	*	Mano River Network

ECE	•	**UN Economic Commission for Europe**
Role	•	**Enhanced Economic Cooperation among Member States**
Focus	•	entrepreneurship (women's & youth), linkage to trans-national corporations, and small and medium sized enterprises
	•	geographic focus - landlocked countries (Central Asia countries & Armenia) - conflict affected (South-Eastern European and South Caucasian countries)
Activity Type	•	capacity building (training, workshops, seminars)
	•	assistance in attracting partners/investors for projects
	•	project elaboration
	•	fundraising
	•	institutional and policy development
	•	assistance in setting & meeting standards for commodities such as food, fruit, timber
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	UNECE local and/or general trust funds
	•	resources of hosting organizations
	•	other project ad hoc financing mechanisms
Field Network	•	supported by UN Resident Coordinators
Links - UN/External	•	UNDP, UNIDO, WTO, UNCTAD ITU, UNDESA, WIPO, ECA, ESCWA
	•	European Union
	•	International Chamber of Commerce (ICC)
	•	a wide variety of sub-regional country-grouping and cooperative initiatives
Special Programs	•	Linkages with the UNEP-UNCTAD Capacity Building Taskforce on Trade, Environment and Development
	•	Multiplier Point Program
	•	Special Programme for Economies of Central Asia (SPECA) - with ESCAP
ECA	•	**United Nations Economic Commission for Africa**
Role	•	**Mainstreaming Gender in Policies & Programs**
Focus	•	integrating gender concerns in development policies & programs
	•	promoting the economic empowerment of women
Activity Type	•	on-demand regional advisory services
	•	training workshops and seminars
	•	capacity building support for legal services in urban/rural communities
	•	promoting basic education for girls
TC Funding Source	•	regular budget of the United Nations
	•	funds in trust

Field Network	•	5 Sub-regional Development Centres
	•	support from UN Resident Coordinators
Special Programs	•	The African Development Forum (ADF)
ESCAP	•	**Economic and Social Commission for Asia and the Pacific**
Role	•	**Development through Regional & Subregional Cooperation & Integration**
Focus	•	gender mainstreaming and women's economic empowerment
	•	developing female entrepreneurship
	•	bridging the gender digital divide
	•	promoting women in local government
	•	assistance in combating gender-based violations of women's rights, including trafficking
Activity Type	•	training courses and modules for national personnel
	•	developing & disseminating policy and programme guidelines
	•	identifying and sharing best practices
	•	implementing demonstration/pilot projects
	•	advisory missions
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	funds in trust
	•	UNDP
ECLAC	•	**United Nations Economic Commission for Latin America and the Caribbean**
Role	•	**Development through Regional & Subregional Cooperation & Integration**
Focus	•	gender mainstreaming and strengthening national machineries
	•	women's economic and political empowerment by developing female entrepreneurship and promoting women in local government
	•	bridging the gender digital divide
	•	gender statistics including time-use and unpaid work of women
	•	assistance in combating gender-based violations of women's rights, including trafficking
Activity Type	•	training courses and modules for national personnel
	•	developing & disseminating policy and programme guidelines
	•	identifying and sharing best practices
	•	implementing demonstration/pilot projects
	•	advisory missions
TC Funding Source	•	Programme Budget of the UN: regular programme of technical cooperation and development account
	•	funds in trust
	•	other United Nations agencies
Field Network	•	2 Sub-regional Headquarters and 4 country offices
Links - UN/External	•	Interagency Thematic Working Group on Women's Empowerment & Gender Equality

ESCWA	*	**United Nations Economic and Social Commission for West Asia**
Role	*	**Development through Regional & Subregional Cooperation & Integration**
Focus	*	post conflict social reintegration of women, youth and persons with disabilities
	*	support for women's NGOs - including those oriented towards young women
	*	empowerment of the Arab family
Activity Type	*	mainstreaming of gender issues
	*	development of gender statistics programmes
	*	training modules, materials, and workshops
	*	advisory services
	*	other field projects
TC Funding Source	*	Programme Budget of the UN: regular programme of technical cooperation and development account
	*	Arab Fund for Economic & Social Development, Islamic Development Bank
	*	project funding from bilateral donors
Field Network	*	none
Links - UN/External	*	other UN funds, programmes and specialized agencies
	*	League of Arab States and affiliated organizations
	*	the Gulf Organization for Industrial Consulting (GOIC)
	*	Federal Institute for Geosciences and Natural Resources of Germany (BGR)
	*	German Institute of Technical Cooperation (GTZ)
	*	Institute for Infrastructural, Hydraulic and Environmental Engineering of the Netherlands (IHE)

Discussion

Mainstreaming Women and Gender considerations has been the focus of major efforts by most UN entities over the past decade. For some entities, it has also been a particular focus of stand-alone projects. UNDP has recently dropped the issue as one of its main sectoral priorities, but does have a staff officer devoted to policy and practical lesson development, and to advocating within the organization for a full integration of women and gender issues into its other programmes. In addition, UNDP has a particularly close working relationship with its partner UNIFEM. UNIFEM has taken the initiative to support coordination on gender equality issues. UNICEF, with its historic orientation to children and their mothers, and more recently with its programme focus on girls' education, is clearly a major player on the key women and gender issues. Other entities, such as UNAIDS, UNV, UNHCR, OHCHR, and the regional commissions play roles on the issue which are natural components of their broader programme responsibilities.

DESA/DAW is recognized by all other players as the normative and policy leader on the issue. But DAW is also involved in certain technical cooperation activities that might be provided elsewhere. The considerations that would apply are therefore fundamentally similar to those raised previously about the role of the Secretariat in relation to the funds and programmes. Any conclusions about possible rationalization would presumably be similar.

There are a number of funds and programmes involved in supporting advocacy activities on women's issues. While mainstreaming in all organizations is to be encouraged, the rationale for project funding from a variety of sources for similar activities is not evident. UNDP, UNICEF and UNFPA all have other important priorities to pursue. Some rationalization of this function might be considered.

List of Acronyms

A

ACIS	Advance Cargo Information System
ACT Africa	AIDS Campaign Team for Africa
ACW	African Centre for Women
ADB	African Development Bank
ADF	Africa Development Forum
ADPC	Asian Disaster Preparedness Centre
ADRC	Asian Disaster Reduction Centre
AIAF	Afghan Interim Authority Fund
AII	Internet Initiative for Africa
AISI	African Information Society Initiative
AKNF	Africa Knowledge Networks Forum
ALTID	Asian Land Transport Development
AMMICAAL	Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa
APCAEM	Asia-Pacific Centre for Agricultural Engineering & Machinery
APDIP	Asia-Pacific Development Information Program
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
ASTAE	Asia Alternative Energy Program
ASYCUDA	Automated System for Customs Data

B

BGR	Federal Institute for Geosciences and Natural Resources of Germany
BIMST-EC	Bangladesh-India-Myanmar-Sri Lanka-Thailand Economic Cooperation
BIPM	Bureau Internationale du Poids et Mésures

C

CARICOM	The Caribbean Community and Common Market
CCA	Common Country Assessments
CCR	Centre for Conflict Resolution
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEPREDENAC	Centro de Coordinación para la Prevención de los Desastres Naturales en América Central
CFAAs	Country Financial Accountability Assessments
CGA	Country Gender Assessment
CGAP	Consultative Group to Assist the Poorest

COMESA	Common Market for Eastern and Southern Africa
CPARs	Country Procurement Assessment Reviews

D

DCAF	Institute for the Democratic Control of Armed Forces
DDA	Department for Disarmament Affairs
DDR	Disarmament, Demobilization and Reintegration Plan
DESA	Department of Economic and Social Affairs
DESA/DAW	Division for the Advancement of Women
DFID	Department for International Development (UK)
DIPECHO	Disaster Preparedness Programme of European Union
DMFAS	Debt Management & Financial Analysis System
DMTP	Disaster Management Training Programme
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations

E

EAD	Electoral Assistance Division
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
EC-ESA	Executive Committee for Economic and Social Affairs
ECHA	Executive Committee for Humanitarian Affairs
ECLAC	Economic Commission for Latin America and the Caribbean
ECO	Environmental Careers Organization
ECOSOC	Economic and Social Council
ECOWAS	Economic Community of West African States
ECPS	Executive Committee for Peace and Security
E-MINE	Electronic Mine Information Network
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
ESMAP	World Bank Energy Sector Management Assistance Programme

F

FAO	Food and Agriculture Organization
FCDI	Forum for the Comprehensive Development of Indo-China
FERFAP	Federation of African Women's Peace Networks

G

GAD	Gender and Development Board
GCF	Global Cooperation Framework
GEF	Global Environmental Facility
GENFUND	Norwegian Government Trust Fund for Gender Mainstreaming in the World Bank
GICHD	Geneva International Centre for Humanitarian Demining
GOIC	Gulf Organization for Industrial Consulting
GPA	Global Programme on AIDS
GTZ	German Institute of Technical Cooperation
GVEP	Global Village Energy Partnership
GWP	Global Water Partnership

H

HIPC	Heavily Indebted Poor Countries
HURIST	UNDP/OHCHR Joint Programme for Human Rights Strengthening

I

IABD	International Academy of Business Disciplines
IAF	International Accreditation Forum
IARLJ	International Association of Refugee Law Judges
ICA	Institute for Connectivity in the Americas
ICASO	International Council of AIDS Services Organizations
ICC	International Chamber of Commerce
ICIMOD	International Centre for Integrated Mountain Development
ICT	Information and Communications Technology
IDA	International Development Association
IDEA	International Institute for Democracy and Electoral Assistance
IDRM	International Institute on Disaster Risk Management
IF	Integrated Framework
IFRC	International Federation of Red Cross and Red Crescent Societies
IGAD	Intergovernmental Authority on Development
IHE	Institute for Infrastructural, Hydraulic and Environmental Engineering of the Netherlands
IIDEA	International Institute for Democracy and Electoral Assistance
IIHR	The Inter-American Institute for Human Rights
ILAC	International Laboratory Accreditation Cooperation
ILANUD	The United Nations Latin American Institute for Crime Prevention and the Treatment of Offenders

ILO	International Labour Organization
IMAS	International Mine Action Standards
IMF	International Monetary Fund
IMSMA	Information Management System for Mine Action
INfG	International Network for Girls
infoDev	Information for Development Program
INTERPOL	International Criminal Police Organization
IOM	International Organization for Migration
IPAA	International Partnership Against AIDS in Africa
IPEC	International Programme for the Elimination of Child Labor
IPU	Inter-Parliamentary Union
IRIN	Integrated Regional Information Network
ISDR	International Strategy for Disaster Reduction
ISO	International Organization for Standardization
ITC	International Trade Centre
ITCA	Information Technology Centre in Africa
ITSAM	Integrated Transport System in the Arab Mashreq
ITU	International Trade Union
IWMI	International Water Management Institute

J

JITAP	Joint Integrated Technical Assistance Program

L

LACNET	United Nations Information and Communications Technology Task Force – Latin America and Caribbean Regional Network
LPG	Liquefied Petroleum Gas

M

MAP	Multi Country AIDS Program for Africa
MARINET	Maritime Information Network
MDBs	Multilateral Development Banks
MDGs	Millennium Development Goals
MDRP	Multi-Country Demobilization and Reintegration Program
MERCOSUR	Mercado Común del Sur
MOU	Memorandum of Understanding

O

OAS	Organization of American States
OAU	Organization for African Unity
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Overseas Development Assistance
OECD	Organization for Economic Cooperation and Development
OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
OHCHR	Office of the High Commissioner for Human Rights
OIML	Organization International de Métrologie Légale
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OLADE	Organización Latinoamericana de Energia
OSCE	Organization for Security and Co-operation in Europe

P

PERs	Public Expenditure Reviews
PICTA	Partnership for Information and Communication Technologies in Africa
PRSP	Poverty Reduction Strategy Paper

R

RESAP	Regional Space Applications Programme for Sustainable Development
RTA	Regional Trading Agreement

S

SADC	South African Development Community
SCMA	Steering Committee on Mine Action
SDNP	Sustainable Development Networking Program
SIDSNet	Small Island Developing States Network
SME	Small and Medium sized Enterprises
SMEDA	Small and Medium Enterprise Authority
SOPAC	South Pacific Applied Geoscience Commission
SPECA	Special Programme for Economies of Central Asia
SURFs	Sub-Regional Resource Facilities

T

TCDPAP	Technical Consultancy Development Programme for Asia and the Pacific
TISNET	Trade and Investment Information Service Network
TRAINMAR	Structured Training Programme for Maritime Transport
TRIPs	Trade-Related Aspects of Intellectual Property Rights
TSS	Transitional Support Strategies

U

UN/ISDR	United Nations Inter-Agency Secretariat of the International Strategy for Disaster Reduction
UNAIDS	Joint United Nations Programme on HIV/AIDS
UN-CCD	United Nations Convention to Combat Desertification
UNCDF	United Nations Capital Development Fund
UNCITRAL	United Nations Centre for International Trade Law
UNCJIN	United Nations Crime and Justice Information Network
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Frameworks
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNICT	United Nations Information and Communications Technology Task Force
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNITeS	United Nations Information Technology Services
UNMAS	United Nations Mine Action Service
UNODC	United Nations Office on Drugs and Crime
UN-OOSA	United Nations Office for Outer Space Affairs
UNOPS	United Nations Office for Project Services
UNPAN	United Nations Online Network of Regional Institutions for Capacity Building
UNU	United Nations University
UNV	United Nations Volunteers

V

VTF	Voluntary Trust Fund for Assistance in Mine Action

W

WCO	World Customs Organization
WFP	World Food Programme
WHO	World Health Organization
WIDE	Web of Information for Development
WINNER	Women in New Networks for Entrepreneurs
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WSSD	World Summit on Sustainable Development
WTO	World Trade Organization
WWC	World Water Council